

Library Trends

Aspects of Library Public Relations

LEN ARNOLD, *Issue Editor*

October, 1958

Library Trends

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LIBRARY TRENDS, a quarterly journal in librarianship, provides a medium for evaluative recapitulation of current thought and practice, searching for those ideas and procedures which hold the greatest potentialities for the future.

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Library Trends

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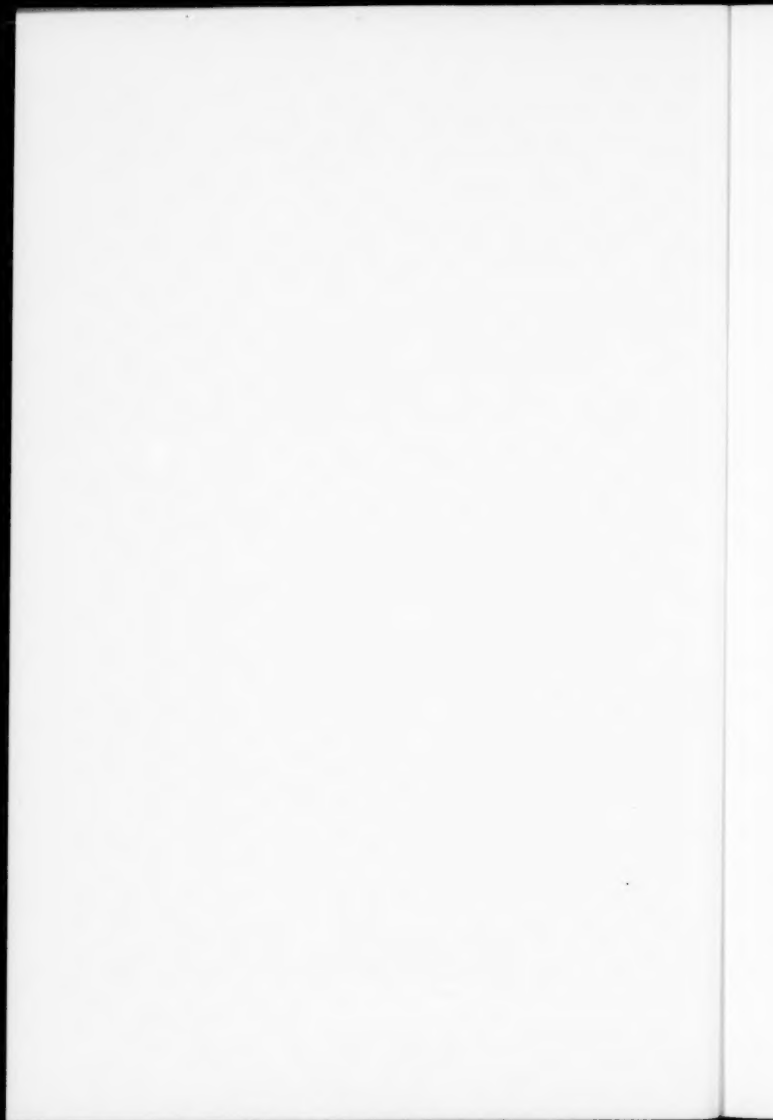
OCTOBER, 1958

Aspects of Library Public Relations

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Introduction

LEN ARNOLD

A GROUP OF INTREPID LIBRARIANS have drawn together for this issue of *Library Trends* much of what is known about current thinking and practice covering many aspects of library public relations. This is set against a delineation of general public relations by an outstanding educator in the field of communication. The issue was accomplished by these knowledgeable people in spite of the needling of a self-styled impressario, neither librarian nor educator, but a public relations man occupied, at the time, wholly with library public relations.

A "line" unmistakably pervades the issue. It exhorts, pleads, argues, challenges librarians to identify public relations literally as a function of librarianship and to seek to develop its potentialities—to treat it equally with other defined and accepted areas of library management.

This "line" is not a matter of editorial design. It emerges from the experience and material with which the authors deal. Hence, it marks fairly just about where the profession stands today on library public relations—at the point where exhortation, pleading, and argument are essential in a discussion of library public relations.

Most librarians are still convinced that public relations endeavors require more time, energy, and budgetary provision than they are worth. Many presume that, since so much of library public relations depends on library services, they are doing all that is necessary, or convenient, when they expand their library's services; e.g., "We just started an adult education program—that's good public relations, isn't it?"

There will be less of this as professional associations really take leadership in developing library public relations, and as library schools latch on to their responsibilities in this area. There will be virtually none of such sheer nonsense when library public relations becomes

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LEN ARNOLD

institutionalized, when library public relations is treated as one of the disciplines of the profession. When this time comes, no librarian will be encouraged to treat public relations on a take-it-or-leave-it basis and we will be able to forget about whether librarians' psychological profiles show extroverted bulges or introverted curves. When this time comes, no librarian will be able to dally with public relations as if it were some "new look" in female fashions.

Why not now? Proper public relations practice is based on objective scrutiny of every phase of a library's administration and services and a continual "finding out" about whether they meet the real needs of people. This motivation has the effect of questioning a librarian's librarianship, constantly putting it to the democratic, hence dangerous, test. As an every day affair, this fundamental public relations function could be at least distressing to a library administrator whose ideas are tightly bound by ironclad assumptions and impenetrable professional smugness.

Even so, there are glimpses of a time to come when unafraid library administrators and imaginative professional leaders will bring librarianship to fullness and increase the personal satisfaction of librarians many times over, by developing the potential of library public relations. These glimpses are caught in reading this issue of *Library Trends*; you can almost see the future at the end of the "line."

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A Working Concept of Public Relations

CURTIS D. MAC DOUGALL

FOR MANY WHO, TWENTY-FIVE YEARS AGO, considered "propaganda" to be a naughty word, "public relations" today has a similar sinister connotation.

They, and their younger contemporaries, say that the propagandist, as well as the press agent and publicity director, has merely changed his title to that of public relations counsel. These "wonder children of the age" are called hidden persuaders, pressure boys, masters of the Invisible Sell, space grabbers, ballyhoo boys, hucksters, cunning manipulators of the mind, malicious engineers of public consent, masters of the art or science of getting one's own way—in short, generally, socially undesirable characters.

By contrast, the hundreds of thousands, if not millions, of persons who perform public relations functions today contend that their activities are of great social benefit. They take credit for having converted business and industry completely away from the "public be damned" attitude and say that they have humanized business, helped give it good manners and, most important, a conscience; and that they have taught it that he profits most who serves best. They define public relations as simply doing the right thing and letting people know about it, applying the Golden Rule in everyday activities while not letting one's light shine un-noticed under a basket. To them, sound public relations means the daily application of common sense, common courtesy, and common decency in accordance with a continuous program of enlightened self interest through good works which not only earn one a good reputation but cause him to deserve it as a good neighbor.

Curse or blessing, organized public relations is a product of the times. It is an inevitable consequence of large population growth, urbanization, impersonalization, and complexity in all social, economic, and political life.

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conomic, political, and other aspects of modern life. No scientific means have yet been devised to determine accurately the extent to which public relations may have contributed to the confusion of our times, or how much, on the other hand, it constructively assists the frustrated victim of complexity to grope his way toward an understanding of contemporary social forces. Whether, as its adverse critics assert, public relations has provided a dangerous weapon for "sharpies" and others out for "a fast buck," or, as its defenders assert, it has applied appreciable restraints to the "dog eat dog" economic system, it, nevertheless, is true that much of the discussion regarding public relations really pertains to the system of which it is a part rather than to the tool itself. Perhaps public relations should be considered as a symptom or symbol of a highly complex and impersonal social order.

Certain it is that to be heard today one must shout. Newspapers no longer have sufficient space in which to tell all the news that's fit to print and wouldn't have it even if they discontinued all their comic strips and other features. Community newspapers, news magazines, news letters, and other media of communication have filled the gap only partially. The voice which wants to be heard must speak up for itself; it no longer is possible to rely on others to find you out and present your point of view for you.

Modern public relations, however, involves much more than devising ways and means of obtaining widespread and continuous publicity. In fact, the best advice a public relations counsel might give a client could be assiduously to avoid the limelight. *Webster's New International Dictionary* succinctly defines the scope of modern public relations thus: "The activities of an industry, union, corporation, profession, government or other organization in building and maintaining sound and productive relations with special publics such as customers, employes or stockholders and with the public at large, so as to adapt itself to its environment and interpret itself to society."

By contrast, press agency is merely attracting attention to yourself, usually with only immediate or short range results in mind. The term was first applied, a couple of generations ago, to agents employed by circuses, theaters, dramatic companies, and the like to attract audiences. They did so by such advertising methods as billboards, handbills, news releases, parades, barkers, free sideshows, and passes to influential customers who would help start the trek toward the big tent, museum, or arena. These show business press agents engaged in extravagant claims and a considerable amount of fakery which was

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expected, received with good humor, and enjoyed as part of the fun. The Prince of Fakers, of course, was P. T. Barnum, many of whose methods were emulated by Harry Reichenbach for the benefit of the fledgling motion picture industry.

Some press agency, of course, exists today, but it usually is not upon the advice of a scientific-minded public relations counsel. Instead, as in the past, it is by someone seeking a quick specific return as the lovesick swain who chained himself to a radiator in the attempt to help his girl friend get a singing engagement. Public relations counsel-inspired publicity stunts are more far reaching in purpose and are a part of a long range program. Anniversary banquets, public exhibits, lecture series, and educational programs are within this category. Most organizations with well developed departments of public relations engage in a considerable amount of public service. They provide material—much of it excellent audio-visual educational aids—to schools, study clubs, civic organizations, and the public at large. This material contains a minimum of "puffery" or none at all. Some of it contains information which, it is hoped, will help build attitudes which ultimately, usually indirectly, will redound to the advantage of those who finance it. Much of it merely is intended to help create good will toward the disseminating agency.

There is no attempt to disguise or deny the fact that the Department of Public Relations of a business corporation is expected to contribute to the ultimate prosperity of the organization, or that a public relations agency employed by a motion picture star or politician tries to win fame and/or fortune for its client. Labor unions have gone in for public relations to try to win public support for themselves as well as to influence legislators and other public officials. Government sells itself on a big scale to the voting public by providing and publicizing services. Crude methods of press agency or publicity-seeking, however, have generally been abandoned by the experts in the field as the broader concept of public relations has evolved. Publicity today is just one department within any public relations outfit, whether it be an agency serving many clients or a part of a large industrial organization. Individuals who depend upon keeping their names known still expect their publicity man to obtain frequent mention for them in the gossip columns and public prints generally, and particular industries, businesses, and trade associations still "plant" or try to inspire articles in magazines and other publications. Much of the cynicism which exists in some places regarding public relations is

due to the increasing difficulty of determining what is and is not primarily publicity inspired. When a candidate for public office shows up at a clam bake, it is taken for granted that he is seeking votes as well as nourishment. It is not so easy to detect motives when public figures show up at public functions, visit hospitals, autograph baseballs and programs, make charitable and philanthropic contributions, lend support to this or that cause, make public statements, etc.

As students of public opinion formation and other aspects of human behavior, however, public relations counsel do not rely solely on incessant publicity, through advertising or the media of communication. They are much more scientific than that in their appraisal of what makes for enduring success. Thus, they consider not just the mass public but also the special publics with which their clients deal, on which they rely. Such publics include a company's employees, its stockholders, suppliers, neighbors, and customers. Public relations counsel, it is obvious, did not create these or other public relationships. No individual or institution can avoid having public relationships, and it is trite to point out that everyone with whom one has contact forms an opinion of him, which can be either beneficial or harmful. In the long run, it is a satisfied employee or customer who does the most for a business. If your employees say, "It's a good place to work," or your customers declare, "They give you a square deal," you are immune to the effect of any press agency or publicity stunts in which your competitor can engage.

It is good public relations activity when:

- A department store provides adequate rest rooms;
- A filling station attendant cleans your windshield and puts air in your tires;
- A congressman answers his crank mail courteously;
- A mayor presides at a cornerstone laying;
- A music store loans instruments for a public school concert;
- A college publicly recognizes the work of a scholar;
- A newspaper provides a speaker for a men's club;
- The management of a factory sends a letter congratulating an employee on a wedding anniversary;
- A large corporation sends easy-to-read annual reports and personal letters to minority stockholders;
- A chain store manager participates in community affairs; or
- A fire department welcomes school children on a field trip.

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Hart, Michigan, businessmen and farmers annually sponsor a Mexican Homecoming Fiesta for the entertainment of migratory cherry pickers.

Such activities are open and above board. Their purpose, to build good will, is obvious but not resented. What *is* resented is any attempt to disguise the nature of an activity as through a "front" organization, ostensibly operating objectively in the public interest but actually supported, often secretly, by those who expect to benefit by its operations. In 1929, one of the most extravagant public relations stunts of all times occurred when the president of the United States and many other notables went to Dearborn, Michigan to help celebrate Light's Golden Jubilee. Ostensibly, it was to honor the aging Thomas A. Edison, which it did. It was, however, the brainchild of the electric light industry's public relations director. He was Edward L. Bernays, nephew of Sigmund Freud and, next to Ivy Ledbetter Lee, the leading pioneer in this field. His *Crystallizing Public Opinion*,¹ published by Boni, Liveright in 1923, was the first full-length book defining this new way of "engineering consent" by means of "public relations counsel," a term Bernays invented.

Today, these public relations counsel work closely with personnel managers who may be under them. Public relations can take a great deal of the credit for making workers happier on their jobs. Enlightened P.R. men are not strikebreakers or union busters and they do not resort to "gimmicks" to keep labor pacified so as to prevent unrest, for such methods do not have lasting effect. It is certainly true that a large segment of the business and industrial world has learned this lesson the hard way after many decades of bitter conflict, and that some elements have not learned it yet. Public relations men with broad perspectives, however, have supplanted strong labor unions and protective governmental agencies as the principal influence upon management, into whose planning sessions they now are being admitted in increasing numbers, to go to the roots of discontent on the part of either employees or customers rather than to devise ways of circumventing situations needing reformation.

Similarly, in its policies toward the general public, the public relations-minded organization is today generally open-handed. For example, in their early days both the railroads and the airlines did their best to make difficult the work of newspaper reporters attempting to obtain information regarding accidents. Today, they realize that the good will they thereby would lose makes the effort dangerous. Full

cooperation in the handling of such news has replaced concerted efforts to suppress or cover-up the facts. Greatest credit for effecting this change generally is accorded the late Ivy Ledbetter Lee, who was employed by the Rockefeller interests early in the century after a series of public investigations and exposes by the so-called muck-rakers in several widely circulated magazines had caused widespread distrust of big business. Lee recognized that the "public be damned" attitude no longer was workable, if it ever had been, and he persuaded his clients to end the policy of secrecy which previously had been orthodox. Some who call themselves public relations counsel today still may act occasionally, or even frequently, as censors or "cover-up" artists, attempting to prevent or counteract an unfavorable response to some incident without going to the roots of its cause. Such practitioners, however, are decidedly not up to date or in tune with the times. The most effective public relations, may it be repeated, is now pretty generally recognized as that which takes "the long view" and which recognizes that the effects on sales or reputation are indirect and difficult to measure. There is rapidly increasing recognition that you can "phony it up" just so long but that the day of reckoning comes inevitably. The only sound first step in any effective public relations program is to "put the house in order."

The informational and propaganda efforts of the federal government during both world wars provided great impetus to commercial public relations. Not only were thousands of persons given training in public relations techniques, but also great strides were made in the development of scientific methods of studying public attitudes and opinions. This work has been continued by private agencies and by an increasing number of colleges and universities. Communications is now recognized as a so-called discipline within the social sciences. Market analysis, public opinion polling, and content analysis are among the subjects studied quantitatively by these new scholarly experts on communications. Motivational research is the name given to efforts to determine the potential receptivity by particular audiences of advertising and other appeals. Bernays defines the function of the public relations counsel as to "interpret the client to the public and the public to the client."

Since most communications research to date has been primarily to benefit the person who has something—a commodity or an idea—to sell, the need for greater public understanding of what is happening is beginning to be felt. Since the short-lived (1937-41) Institute for

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Propaganda Analysis, there has been no large-scale organized effort to educate the general public to the purposes and/or methods of the special pleader.

Today, the only effective antidote to any public relations efforts which are "bad" is counter-efforts which are "good," just as it long has been known that the best defense against propaganda is counter-propaganda. Minority groups, especially those with small bankrolls—a characteristic of minority groups—are learning to use this new weapon in self-defense in order not to lose whatever is at stake by default. Granted that the large and powerful have the advantage; they would have it, public relations or no public relations. More and more, social agencies and professional groups have been getting off their supercilious high horses as regards public relations and are festooning their public facades. Voices that make no attempt to be heard are ineffective. Even a death rattle may have some influence on posterity.

If public relations is motivated behavior, good manners, smart actions to make people like you, then certainly it can be practiced by ethical individuals and institutions for good and socially useful ends as well as for strictly monetary purposes. If this sounds like, "If you can't lick 'em, join 'em," that's exactly as it is supposed to sound. A few more cheery "good mornings" and smiling "good byes" in freshly painted and well lighted highbrow dens would make life decidedly more pleasant. It is not possible to consider public relations as a fad or a bogie which will pass or go away if you wait long enough. As has been said, it is impossible to exist in any society without public relationships, anyway. A policy to have no conscious public relations is a public relations policy itself. Few persons or institutions can achieve much without being liked, at least by the right people. Liking often grows out of understanding and understanding is based on information. The "inner glow" which comes from anonymous do-gooding may be great compensation, but to be content with it is vouchsafed only to those who already have established themselves.

The best public relations is that which has an altruistic motive, which takes a broad view of the place of the practitioner in the social order and has a sense of social responsibility or at least enlightened self interest. The greatest potential danger of a thoroughly public relations-conscious public is the artificiality in the behavior of persons toward each other which it might entail. Today, it already is difficult

to know what is a publicity stunt and what isn't, and that goes for a great deal of charity and philanthropy as well as for banquets, mass meetings, and other newsworthy affairs. Even when the motivations of the sponsors of such events do not seem to be ulterior, publicity seekers may take advantage of such occasions to grab the limelight they provide. It is to conjecture whether anyone who relies upon public favor for a livelihood today can fail to be conscious of his public relations in everything that he does. If this means that his behavior will always be circumspect, good. It is to shudder, however, to contemplate a world in which nobody ever joined anything, never went anywhere, never said anything or did anything without a careful weighing of the possible effect upon his economic well being. Quite a few persons active in public affairs, who have virtually reached this stage of behavior already, have complained bitterly over the fact that they must struggle to retain the small amount of privacy which they want for themselves. If nothing is ever "on the level"—meaning done without conscious purpose to improve the status of the perpetrator—the spontaneity and nonconformity which have been responsible in the past for so much of what is today considered good shall have disappeared. More important, those who learn to act like conforming robots will come to think only as robots. If they learn to like such an existence, a new Dark Ages may be imminent without the aid of nuclear warfare. It could come sooner than 1984.

Encouraging evidence that man is not so easily converted into a mental automaton has been provided by numerous political elections in which the public relations effort was overwhelmingly in behalf of one candidate or party but the people voted the other way. This indicates that basic attitudes and opinions are not so easily manipulated as the would-be manipulator would like to have it. Kermit Eby recalls that in 1944, when he was educational director for the Congress of Industrial Organizations, he was instrumental in the distribution of forty million pieces of literature on behalf of the candidacy of Franklin Delano Roosevelt. Surveys showed that F.D.R. got 71 per cent of the CIO vote. He also got 68 per cent of the AFL vote although that organization distributed virtually no literature in his behalf. In *Harper's* for June 1957, R. L. Heilbrunner² revealed that an expensive campaign to make Cincinnati "United Nations conscious" was "a gigantic frost" because "most people don't give a damn about most things, unless those things are part and parcel of their concrete lives."

Maybe skilful public relations conducted by groups without axes

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to grind could make people "give a damn" about the United Nations and many other things. The public relations profession (if that is what it is) cannot be blamed for all of the ignorance and indifference—the anti-intellectualism—of our times. Even if it were not scapegoating to declare the opposite, the alternative is not to allow victory by default. Just as the automobile, nuclear power, etc., can be used for good or bad purposes, so can public relations. It may be true that your good public relations is my bad public relations. That, however, is merely tantamount to acceptance of the fact that modern life in this democracy is characterized by competing, conflicting interests all wanting to be heard.

What is the alternative to becoming public relations-conscious today? Ideally, it would be to work for a smaller, simpler society. Historians and anthropologists tell us, however, that such societies are not without their hates and fears and tensions, albeit on a smaller scale and at a slower pace.

Like it or not, public relations is a development of our contemporary culture. It's the way those who depend on wide-spread favorable acceptance by others operate in an age when face-to-face relationships are minimized. The public relations-conscious organization has to study itself constantly to ask, "Am I doing the right thing?" Good ethics may be a natural consequence of such inquiry. A professional attitude may become predominant to the delight of the socially-minded pragmatist.

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1. Bernays, E. L.: *Crystallizing Public Opinion*. New York, Boni, Liveright, 1923.
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Public Relations in Librarianship

RICHARD BARKSDALE HARWELL

PUBLIC RELATIONS IS WITH THE PUBLIC. It is the relationship of your library with its borrowers, with the non-borrowers of your community, with your trustees or library committee, with dealers, collectors, salesmen of equipment; with scholars and contest solvers, with your staff and the administration for which you work. Public relations is with the public, and as true as in its Biblical context is the admonition, "Whatsoever you do unto the least of these . . ."

"Curse or blessing," C. D. MacDougall calls public relations. Either is possible. For your public relations is what you make it. It cannot be shuddered at and wished away, but it can be welcomed and made to serve you well. It is with you every minute of every day. It is waiting at your library doors. It is observing the cleanliness of your hallways and public rooms. It is reacting to the service of all your staff, listening in on telephone conversations, reading your mail. It follows you home, into your personal life. It accompanies you on all your ventures into the life of your community.

Public relations has been endowed with a kind of twentieth century magic by the corporations and their P.R. officers. Neither the corporations nor the P.R. men invented public relations. It has been with us since the beginning of trade. But the American business man has learned the foolishness of *caveat emptor* as a motto, has learned the dead end of selling wooden nutmegs. He has made the good will of his public part and parcel of the assets of his business. Public relations is as much a part of the daily life of a library as it is of any business. Perhaps more so, for a library is not self-supporting and depends, even more than the usual business, primarily on the good opinion of its patrons. It is the day-to-day building of the atmosphere of good will in which a library (or a business) can operate most widely. Mr. Harwell is Executive Secretary, Association of College and Research Libraries, and Associate Executive Secretary, American Library Association.

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and most effectively to give the best possible service to its public. As R. L. Heilbronner¹ wrote in *Harper's Magazine* for June 1957: "In a word, public relations covers a lot of acreage—blurring out into advertising, slopping over into selling, dipping down into publicity, and touching—or at least aspiring to—the 'making' of public opinion itself."

Edward W. Barrett, dean of Columbia University's School of Journalism, praises J. W. Hill, himself the ungowne² dean of American P.R. men, for seeing "public relations as a broad management function—more precisely . . . as the management function of giving the same organized and careful attention to the asset of good will as is given to any other major asset of the business."² Public relations may well be the most important asset—"the priceless ingredient," to quote the phrase that one firm's advertising program has made famous—for bad public relations can cancel the good of every other asset.

With a knowledge of the experiences of other libraries and other types of organizations, public relations becomes perforce a do-it-yourself program. Public relations is the asset, is the program, most expressive of the individuality, the personality, of each separate library. It may be patterned emulatively, but never imitatively. It must be done according to the needs of your library. It must express as attractively (and as accurately) as possible your library to the public.

First, public relations must be properly fitted into the administrative pattern of your library. Few libraries can afford the services of a special public relations officer. For those that can, fine. University and college libraries often can work through a campus public relations office. In some cases, a city P.R. man is available to public libraries. Where a trained professional is available, it is an error both factual and tactical to direct public relations except through that individual. In other cases, public relations must be conducted as an auxiliary responsibility of the librarian or delegated to some other member of his staff. In both of these alternatives, however, it remains a function of management and the responsibility of the librarian.

A library's policies in many fields must be worked out thoroughly and wisely by the librarian and his governing board. Once worked out, policy must be implemented by actions which elucidate it in every function of the library and by every member of a library's staff. The right hand must know what to expect of the left hand. It is of basic importance for good public relations that all staff be kept as fully informed as possible, both of long-term library policy and im-

mediate newsworthy developments which relate to that policy. If not with a single voice, the library must at least speak in a consistent accent.

The extent of a library's services and resources must be well enough known for any and every employee to respond with accurate answers or definite and proper referrals to patrons' questions. There is hardly a greater disservice that a library can do its public relations program than to permit an employee to answer an inquiry with a "that's-not-my-business" type of reply. It matters not how extensive a library's services are if the attainment of those services becomes a dismaying pursuit of referrals from one functionary to another. Good service is the handmaiden of good public relations. This does not mean that every library must provide every service. It does mean that whatever service a library provides must be done well. A well considered "no" can be much more effective public relations than an ill considered "yes."

Public relations is as important within your organization as it is without. Staff relations are a part of public relations. Ability to work with a governing board is a part of public relations. And, once these relationships are satisfactorily established, each member of your staff, each member of your board becomes a part-time P.R. man for your library. But the more apparent aspects of public relations are those outside your management family. Public relations is with the public, but each library has several publics. There is its public which borrows books. There is a public made up of others in the same profession. There is a public, in some libraries at least, of scholars or professional users of materials.

Relations with the general borrowing public are broadest, most demanding, and, yet, easiest. Here the field is reasonably well defined. Here publicity (and publicity must be positively delimited as only a small aspect of public relations) can be effective. Here patrons' response is quickest and most vocal; if you are taking the wrong tack, someone will tell you so. Librarians generally have done good work with publicity, but it is too easy to forget that not all publicity is good publicity.

Publicity begins at home—or, at least, in the library profession itself. Staff news sheets, exhibits, guides to exhibits are all part of a library publicity program. The incidence of library publicity material of this type pitched at a kindergarten level is more appalling than appealing. Is it necessary that adult human beings approach the

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problem of announcing a staff party as if they were writing for the amusement of low grade morons? The same approach pervades much of the material issued in the name of recruiting for librarianship. Unless librarians write as intelligent people, how can intelligent people be recruited to the ranks of librarianship? The cute crack, the quick quip are devices best left to the experienced writer or to the professional adman. In the hands of the tyro, they too soon become an oversweetened syllabub, more fluff than substance and inclined to cloy. But staff news sheets can be informative, can be cleanly written and neatly printed. Recruiting pamphlets can be intelligently and attractively devised. Exhibits can be artfully and artistically arranged. If these things are done well, they make for good public relations. But there is no middle ground. It is better that they not be done at all than that they be done badly.

Newspaper publicity must be controlled within the management function of public relations, but it is practicably possible to delegate responsibility in this area. It is helpful both to the library and to a paper that one person be responsible for newspaper publicity. A minimum of experience can establish a satisfactory working relationship between a library and a reporter. He will know what he wants. It is your business to give him the facts. Handout journalism has been a corollary development of public relations as a profession. It is certainly not its healthiest aspect. Make information available to newspapers, but don't try to style it for them. Reporters are better reporters than are librarians.

Notices and articles in the library press are another aspect of continuing public relations. The unfortunate proliferation of library periodicals makes complete coverage impossible, cuts down the readership for any single journal, and lowers the average quality of writing on librarianship; but this is, nevertheless, a legitimate area for use in furthering public relations. Wide knowledge of one's own profession and of his colleagues in it is a prerequisite for general recognition of librarianship as a profession. Librarians are inclined to write too much solely for other librarians, talk too much to other librarians. Participation in national, regional, and local organizations of professional librarians is good public relations, particularly if such organizations reach other professions and the public in general. Individual participation by staff members is also good for a library. Individuals should be encouraged in membership in civic groups, professional organizations in specific subject fields, and in activity in

community projects. As useful as professional exchange is, articles in the non-library press, speeches before Rotary, Kiwanis, and other civic or special interest groups are especially rewarding.

Publicity and participation are merely vehicles of public relations. The public as a mass can be effectively reached through newspapers, radio, and television. The public as a special force in promoting the welfare of a library can be better and more directly reached through individual participation in the widest possible variety of activities. Public relations as a continuing function is a more important and a slower process. It is axiomatic that repeated incidental mention of a celebrity is more important to his reputation than one large splurge of publicity about him. Every time the library is mentioned favorably, every time an individual connected with the library appears in the community in a favorable light, good public relations are being built. Every time a library is listed among the acknowledgments in a published book, every time an individual sees a creditable publication from the library, every time an organization or an individual is helped by the library's services, the library increases in stature. The cumulative effects are unlimited: better budgets, adequate staffing, more books, finer buildings, easier recruiting—in a word: better libraries.

"Good will" is often listed in corporate assets as valued at \$1.00—not because it is worth little but because it is an intangible beyond practical evaluation. Good will is priceless. It is public relations that build good will. Libraries are a public or institutional service, tangible examples of good public relations on the part of a municipality, a corporation, or an educational institution providing informational and recreational resources to its constituency. Librarianship is a service profession. If librarians are to emphasize their work as a profession, interpreting as well as making available knowledge, this emphasis must be based on good service. It must be quality service at all levels of operations. Good service, conceived to support community and institutional goals, will automatically result in good public relations. Good public relations will create lasting good will.

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Developing a Library Public
Relations Program

MILDRED BRUDER BUCHANAN

THE ART OF PUBLIC RELATIONS is not new for it has been practiced ever since the beginning of time. At an earlier date, it was probably known as "understanding" or "getting along" or "good will" or even "putting your best foot forward" and "doing good and getting credit for it." It was only when it became a science, some twenty odd years ago, that it came to be considered, by some, as a mysterious, wonder-working short cut that could solve any problem and produce any desired effect. The term, unfortunately, has also often been used, without real meaning or understanding, to describe flash-in-the-pan publicity stunts and programs that smack only of press-agentry and nothing more. This may account for the suspicious or cynical eye with which some people view what they, incorrectly, term "public relations."

There are many definitions of public relations but one of the most succinct was formulated by two experts in the field, J. H. Wright and B. H. Christian, who said: "Modern public relations is a planned *program of policies and conduct* that will build *public confidence* and increase *public understanding*."¹

In analyzing this definition it becomes readily apparent that there are three important words to be considered. The first is "planned." An effective program has to be planned. It cannot be sporadic. It must be a continuing function that is in operation not only day by day but year after year. The second word is "policies" and this implies the direction in which an agency is moving and will move, the aims and extent of services, the manner in which it cooperates with opinion forming groups and the position it occupies or hopes to occupy in a given area or community. "Conduct" is the third word and this refers to the behavior of an entity in the social pattern as well as to the

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behavior of everyone associated with it from top management down through the ranks.

Public relations is often referred to as a management function. This is true, to a certain degree, for policies are set by management or the administrative officers but it is the staff or the employees who carry out these policies. One cannot function without the other. A good program of internal relations is the base on which good public relations are built. An employee or staff group that works harmoniously, with an understanding of the objectives and the methods by which these objectives are to be accomplished, is of the greatest importance.

A good program of internal relations begins with the employees—all of the employees. Their attitudes affect cost, efficiency, and service but their effect does not stop there. They also influence consumer and community attitudes and help to shape public opinion.

After examining the real fundamentals upon which good public relations are built one comes to the realization that no organization or institution can function, fully and successfully, without putting these fundamentals into practice. Libraries must apply these principles to merit public understanding and support. Only then will people make the maximum use of resources and services and provide adequate support, for libraries of all kinds and sizes.

Libraries have been practicing public relations for years but in the postwar period the library's responsibility to the community or group it serves has grown enormously. In a rapidly changing world, libraries are faced with many new and different kinds of competition, not only in the areas of service and communication, but also in the areas of finance and personnel. Social, scientific, and economic changes have brought a host of new challenges as well as problems. Often, the very existence of a library depends upon how well it meets these changes. Because of these conditions, it is advisable to take a long look at the existing public relations program in every library to determine whether it is adequate, and if it is not, how it can be improved.

Such soul-searching is common in industry and merchandising and is often accomplished by means of surveys, polls, interviews, and research studies. Most libraries can neither afford the time nor the money for such large-scale projects. A simple method has been devised, however, for agencies who wish to conduct their own surveys. It requires a certain amount of time and an even greater amount of honesty on the part of the administrative officers, which include the board of trustees or directors and the librarian. Department heads

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and staff members are invited to participate, at some point in the program, and make valuable contributions to the whole.

These are six questions to be asked and answered when evaluating an existing library public relations program:

1. Is there anything wrong with the activities of this institution?
2. Is there anything wrong with the objectives of this institution?
3. What is our policy toward the public?
4. What policies have caused misunderstanding, if any?
5. Have we done everything we can to promote good will?
6. How much does the public really know about this institution?

Some of these questions apply specifically to public relations and others apply to internal relations and these, of necessity, must be answered and discussed first, for good public relations thrive only on good internal relations.

After the institutional aims and objectives have been subjected to the searchlight of truth it may seem feasible to adopt an entirely new plan, or new ideas and planning may be added to those parts of the existing public relations program that have proved to be sound and productive. Any plan should be elastic enough to meet changing attitudes and conditions. Some aspects of every program will be concerned with long-term usage and others will be adopted for short-term usage. An ideal library public relations program does these things:

1. Evaluates public attitudes and public needs.
2. Forms policies and procedures identified with these attitudes and needs.
3. Explains policies and problems to its publics.
4. Develops programs and services that will earn public understanding and support.

Evaluating public attitudes and public needs is the library's first responsibility. It must know what people in a given community or area need to help them lead fuller lives and to help them meet everyday problems in the home, the school, at work, and in their social environment. Generalizations about people's needs are known to most librarians. They know that the first desire is for security. People want to know how to raise their families, how to acquire and keep a home, how to better themselves financially and socially, and how to understand and get along with other people. Their secondary interests

include hobbies, group activities, and leisure-time pursuits. But one cannot generalize about attitudes. These cannot be taken for granted. A librarian must know what the people in his community are thinking and how they feel about almost everything. This knowledge can be acquired only by personal contact with people and groups at all levels. In the past, some librarians have been accused of living in an ivory tower but every progressive librarian knows that such a state of isolation is not possible in modern society.

Policies and procedures are developed after the evaluation of public attitudes and needs has been completed. A willingness to help and work with both the individual and the group and to encourage interest and participation in library activities is the first step toward gaining public understanding and support. The fact that a library has anticipated and met the needs of an individual or a group soon becomes common knowledge. Word-of-mouth publicity is a powerful force that costs nothing and is often more effective than many high-priced publicity campaigns.

Publicity is the tool that is used to tell the story of the library and to explain its policies and problems to its publics. It is *not* the purpose but an important tool of public relations that is used to create an intelligent, informed, and favorable public opinion. Much of the success of any institution depends on the process by which people are kept informed. The publicity family is a large one and includes newspapers, magazines, films, radio, television, photographs, special programs, public speeches, exhibits, books, book lists, reports, posters, publications, special events, meetings, and that all important word-of-mouth publicity. Libraries use publicity to gain or retain financial support, advance salaries, influence political action, get public sentiment behind a budget plea, promote good will, obtain gifts of books and money, spread information about library facilities, increase circulation, build up reference use, interest definite groups of people, promote attendance, direct people to the library and dozens and dozens of other large and small projects.

Publicity techniques are not difficult to master and many libraries have learned to use the methods and media once regarded as the sole property of business. Librarians have learned, too, that there is no hocus-pocus about writing releases for newspapers or spot announcements for radio and television. There are certain basic techniques to be followed and these can be learned with the help of books plus careful study of the publicity outlets in each community. In

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recent years, some librarians have made use of planned programs and publicity materials with considerable success. Many feel the subscription cost of these materials is far less costly and more effective than what they are able to produce themselves, at a like cost.

Many libraries enlist the cooperation of individuals and groups to help publicize services and policies. These may be within the library framework, such as a group of libraries pooling materials and talent for newspaper and radio news or for displays or booklists. Individuals and groups out of the library framework might include the Friends of the Library or the local gas and light company or newspaper editor, or the display manager of a department store or anyone else who helps to publicize the library, either directly or indirectly. Many libraries reach a wider audience more effectively and economically because of interest and cooperation on the part of individuals and groups who have already been "sold" on the library.

While a library has an active educational mission it cannot stop at providing suitable books and maintaining a competent staff just for the casual visitor. A library must be more than a mere purveyor of books. Special programs and services that will earn public understanding and support are the concern of many libraries. A large library may possibly sponsor a dozen such programs while a smaller library may concentrate on a single program. Some of the special services and programs that have been successfully developed by libraries in recent years include work with teen-agers, older adults, shut-ins, new citizens, parents, businessmen, and newcomers to the community.

No program, however, is undertaken without careful consideration of the needs and interests of the community or area the library serves. There would be no point in sponsoring a Great Books program in a community where the people need desperately to learn and understand the English language, just because a library somewhere else has undertaken such a program. It would seem equally foolish to undertake an elementary course in the English language in a community where people had long since mastered the tongue. This not only applies to programs but to services, also.

Some special programs and services are worked out with the assistance of interested individuals and community groups and are co-operative in nature. This, often, takes much of the pressure of time and work from the library staff and at the same time, creates the best possible kind of public relations.

Who can say how much good public relations will cost a library?

MILDRED BRUDER BUCHANAN

No one can budget public relations. It is an intangible that is part and parcel, bone and sinew of every organization and institution. One library may have thousands and thousands of dollars to spend on personnel and resources while a smaller library may have one-tenth as much at its command. But the smaller library may have the better public relations because the librarian and the staff have learned that having a lot of money does not guarantee good public relations. Public relations is an individual thing. It expresses the personality of a library. Public relations is a slow-building process which calls for attention, tact, and a consideration of every day matters. In other words, it is a program of service.

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Public Relations of the Public Library

SARAH L. WALLACE

ONE OF THE IMPONDERABLES of human relations is the many faces each of us as individuals presents to our several worlds. A man may be a hero to his children, a martinet to his office, an apple polisher to his employer, a boy wonder to his mother, an aging failure to his neighbor. Behind these faces hides the man he is. An institutional personality, on the other hand, is built by forming from the many individuals within it, one face to present to the world. This face which the world sees is reflected in the mirror of every act. Lucky the library which has inherited such a face, formed by years of tradition and ever young with the fire of faithfulness to an ideal.

An institutional face is molded carefully, each feature related definitely to the body as a whole—its abilities, its potentials, and its needs. Is the library to face the world as a community friend, a comfortable, gregarious person with a hand stretched forth to everyone? Is it to be the reserved scholar attracting the intellectual? Should it be a conservative? a progressive? a radical? Is it insular in its outlook? Is it cosmopolitan?

Once molded, this is the face which must be made familiar to the world. This must be the picture painted with every stroke of policy, every shade of service, every line of contact. In P.R. parlance this is the theme of the institution, represented by symbols chosen to fit the time, the group, and the need. The picture of the library presented to the public should be based not only on the aims and ideals of those who shape the policy but also on the hard rock of possible achievement. Every promise on the face must be honored in the service delivered by the body.

A good public relations program is a planned one, which can be divided first into two branches, internal and external. Internally, board, administrators, and staff are the sculptors who mold the insti-

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tutional face. Externally, that face is brought to the community as a living, breathing thing.

Because one of its prime functions is interpretation of the community to the library and of the library to the community, the library board should be the first link in the chain of public relations. Here is formed the policy on which service is based and which, siphoned down to the library consumer, forms his opinion of that service. Situations differ, a board may be floundering for want of P.R. skills; or it may count among its members a professional public relations man. If, on the other hand, a board has placed a P.R. director on the library payroll, it should give ear to his advice, and call on him for the help he can give. He can assist the board (1) in knowing the library. Election or appointment to the board presupposes an interest; it does not, however, insure knowledge of library organization, methods, background, long range aims or immediate needs. As an example, introductory tours of the library system give an on-the-spot introduction to particular situations, services and staff, helping to fix a defined picture in the trustee's mind which will stand him in good stead during his term of office. (2) P.R. communication skills can be used in presentation of information for board consideration and action. (3) Such skills are also valuable in the presentation of board matters to other bodies. Instances are budget and bond requests, building programs, legislative programs and the like. (4) The P.R. counsel can offer profitable guidance on dealing with the press and other news media. Trustees have, after all, the ultimate responsibility for library service and the impression they make as individuals and as a body are the seed from which the public opinion of the library grows.

Policy set by the board must be transmitted both to the public and to the staff. Since the employees are the ones who will implement the policy or be directly affected by it, they must not only be informed clearly and fully with the reasons and the thinking behind the decision, but the matter must be so presented as to win the widest possible acceptance.

Corporations have even discovered that the P.R. chief, given his proper place in the organization, can be effective in the labor-management relations of board-administrator-staff.

A librarian, who is not his own P.R. director, can find in the one he hires many of the same helps the board does. A P.R. counsel can provide guidance on the skillful presentation of program and policy, both upward and downward; he can interpret the reactions of others

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to a plan; he can suggest approaches designed to win readers' acceptance; he can advise against ideas which will not prove popular, because of their form, the timing, or existing conditions; he will enlist every talent and effort to place the institution and its chief in the best light to both public and staff. Finally, the P.R. chief should act as a weather forecaster, knowing the prevailing climate of staff opinion so well that the librarian can avoid squalls.

No able librarian wants a brow smoother. No able P.R. director wishes to act as one. Rather, the two work together to present the whole picture, the "face" of the institution to both staff and public, the one supplementing his knowledge and ability with the skills and techniques of the other.

To gain full benefit from P.R. skills, the librarian and the board must appoint a person whom they trust, and then proceed to trust him. The P.R. chief should be made familiar with the aims, the hopes, and dreams which his chief holds close; he must know the problems, the sore spots and the dangers which he fears. He must be close enough to the mind of the librarian to be able to speak with his words and to see a problem with his eyes. This relationship requires stature on both sides. The one must be big enough to share his personality without fear; the other to recognize the bounds within which he uses the knowledge confided to him.

Because the burden of carrying on the day-to-day relationships with the library's present and immediate public falls upon the staff, it follows that any P.R.-conscious library will choose intelligent, capable, and personable employees. Granted that all who are hired meet these requirements, it must be recognized that building good public relations continues after the hiring date. High in priority is the maintenance of good and stable staff morale. Assuming that the employee has found the salary and benefits agreeable to him when he accepted the job, the first step in making him a satisfied and a satisfactory employee is his orientation. Here the P.R. director can work with the personnel office. Four things can be recognized at once as necessary: (1) The staff member must become acquainted with his fellows and they with him; (2) He must become familiar with the rules and regulations governing both staff and service; (3) He must know the library's history, traditions, and background, its aims and general policies; and (4) If a newcomer, he must be introduced to the city, to its advantages, customs, and history.

All of this represents not only an introductory but also a continuing

policy. It is a problem which both business and institutions have recognized, and are trying to meet, with none claiming a completely satisfactory solution. On-the-job training can teach skills, even some rules and regulations. Meetings, lectures, panels, and films are usable methods. Readable pamphlets and news sheets are others. Some libraries have tried skits, role playing, and buzz sessions as indoctrination devices.

Use of a sponsor, a big brother or big sister, is an excellent method of making the newcomer to a large staff feel at home. A sponsor provides the answers to the questions a new man is hesitant about bringing to his superior, and provides the friendly hand which opens the door to staff organizations and social functions in that lonely period before one forms one's own friends. In a small group, easily met and recognized, the sponsor is too formal a device.

Once oriented to his surroundings the employee cannot be left unnoticed by the library which employs him. A supervisory training program run concurrently with the orientation program will assure good and stimulating supervision, the kind of supervision which will develop future supervisors. The P.R. officer will foster other factors contributing to good morale: management's encouragement of employee suggestions; awareness of employees as individuals; recognition of achievement. Nothing is more prized than the word from the head, the feeling that the employee is a person to the man at the top rather than a body filling a vacancy. All good public relations take time. One unwilling to take that time cannot complain of a public's failure to accept him.

Many a company has recognized that the best salesman for its programs and its products are its own employees. They have found that the off-the-job utterances, the over-the-fence report of company policies, the family's opinion of the employee's firm, often play a larger part in the building of public opinion than all the billboards in the world.

Knowing this, large companies have begun a studied program of wooing employee support. Libraries may not go as far in the pater familias role but they should be able to match industry in the most important factor of all in building employee good-will—effective communication. The man who knows what and especially why will give a better picture of his firm than the uninformed speculator.

Communication has a high priority in good staff relations but also

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on the list of administrative headaches. Regular channels should be set up in order that release of information to the staff is prompt, official, and complete. Regular patterns of communication likewise have the advantage of preventing unintentional breaks in the management-to-staff line.

Careful planning of timing for release of news has long been a policy of government, business, and science. It can be equally useful in intra-library matters. Staff officers should feel free to call for P.R. counsel on timing as well as on P.R. skills in communication in order to win staff recognition of an administrative policy of free exchange of information. Exchange is an apt term, for effective communication is two-way.

Over-the-desk relations are a product of good morale, good attitudes between divisions, and constant training in human relations. The latter is taught by example, by print, by speech, by supervision, by film, by meetings, by panels, by discussion and interview, and by recognition of success. Always, always, it must be recognized that librarians as well as publics are individuals; they react differently; they learn differently. No wise library will put all its training eggs in one basket. It will use as many media of communication as it can effectively produce in order to reach and affect the minds it wishes to influence.

External public relations can be subdivided at once into two obvious groups: those with present library users, and those with potential users, presently affected only indirectly by library benefits. The first know from firsthand experience what the library is, what they like about it, and what they do not. They may be more critical because of the experience; or, like good friends, they may be ready to excuse and explain away. This acquaintance with the library does not mean that they can be ruled out of P.R. planning or that they will not be affected by new policies and programs. Any approach to them, however, must take into account their present knowledge. The nonusers must be reached also. They, too, must find growing in their minds a picture of the face of the community library.

Staff members should also be encouraged to take part in community affairs. Membership on boards and committees, in civic and social clubs, participation in drives and projects help to humanize librarians and, therefore, the library in the public mind.

Every public can be subdivided into common interest groupings. The divisions are flexible and can be multiplied into as many as an

active imagination can find practical. Common interests can form the bridge over which the library crosses to the individuals in the community. Using then, as many media of communication as he can employ effectively with the talent, budget, and staff at his command, the P.R. director builds acquaintance with the library, its policy, its service, and its aims. Methods found useful by business and industry as well as institutions include:

1. Press. In addition to the daily press in the area, important outlets are the neighborhood shopping papers, the foreign press, newspapers of racial and religious groups, weeklies and monthlies, house organs, bulletins, and the library professional press. Here it is important to know what is news, what the various organs use, and when they want it.

2. Radio and television. One of the most cooperative areas of communication as far as libraries go, both media reach a vast audience. Competition for the eye and ear of that audience is keen, however, and libraries should give thought to what they can present through these channels which cannot be presented better by others. In building his program the wise public relations officer will remember that the press, radio, and television agencies of his community form one of the publics he wants to reach, a public which must be given the same picture of the library as the other publics. To weave a smooth fabric of relations, he will make it easy for them to get information about the library; he will see to it that the information is accurate, timely, and easy to use; he will help them in securing materials on non-library stories; he will be honest; he will make sure that the news he gives them is real news; he will learn as much as he can about their methods, problems, and techniques in order to fit as well as possible into their scheme of operations; and he will never fail to express appreciation for a job well done by any of these media.

3. Visual aids. Use of posters, billboards, car and bus cards, and the like have one serious drawback for libraries. Competition for the public's attention is so keen today that unskilled attempts are worse than futile. They can become dangerous. This field is one in which successful competition costs money, frequently more than a budget provided by public funds can stand.

4. Films. Growing in favor with libraries as a means of presenting their story, this media is low enough in cost per viewer if the audiences are large. Production cost as a whole, however, is a large one, especially since sound and color have made other films seem drab. Co-

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operation from private and civic groups in the production of library films has eased the budget strain in some places.

5. Exhibits. Important in all public relations projects, consideration of the particular public to be reached is especially important in display. Materials shown, technique of presentation, and message to be delivered must all be studied in the light of the group for whom the exhibit is intended.

6. Printed matter. Reports, brochures, lists, flyers—each has a place with particular groups for particular aims. No one piece can be expected to influence every reader. Here, too, both copy and layout should be considered with the consumer in mind. An annual report prepared for the man in the street is a different thing from one prepared for a group of librarians.

7. Direct mail. While in some cases this seems the only answer to a specific need, the need should be thought out carefully. The vast amount of second and third class mail received daily by both business and individuals has so conditioned the receiver that he pays little attention to much of it. With postal rates raised and receiver interest lowered, the expense involved in both time and money should be well considered.

8. Talks. Here is one of the most effective ways of reaching an audience if the speaker is good. Sincerity, simplicity, ability to turn a phrase, and skill in painting colorful word pictures make a popular speaker.

9. Special events. Open houses, anniversaries, weeks, fairs—these are the vehicles which bring people in and get the story out. Any unusual event can be a springboard for good publicity.

10. Groups. Within every community are great resources of talent, enthusiasm, and ability in the many civic minded lay people who give uncounted hours to causes which need their aid. Libraries, as well as the community chest, the schools, the Red Cross, and other organized public projects, have a claim on that talent, enthusiasm, and ability. To develop the claim means hard work. The initial approach may be through an already functioning group—the Jaycees, and the women's clubs of the nation are two good examples of organizations which have turned a listening ear to libraries—or through the formation of an organized Friends of the Library. Old or young, great or small, from Scouts and Campfire Girls to senior citizen groups—every organization can make a vital contribution to the library's program.

In any case, the librarian or his P.R. officer must present to the

group a definite need or immediate project. Naturally, the plan will have in mind the needs of the library. It must also take into account the purpose, ability, and policy of the organization to which it is presented. To win acceptance it must carry appeal to the imagination and the heart of the layman. Most important of all, it must be flexible enough to stand alteration by the ideas and opinions of the group's members. Finally, the library must be prepared, in working with groups, to see the original plan go out the window and an entirely new one, proposed by the group, take its place.

In some instances, many organizations are joined in a common project. Most of the ideas mentioned in nine above could well be communitywide projects; National Library Week is another good example.

Let no librarian think that by lining up a complement of hardworking organizations, he can then sit back and relax. Quite the opposite. In many cases it is more difficult than doing the job one's self without outside help. Enlisting the aid of qualified groups, keeping their interest alive, channeling their services to the library's best advantage, and handling the relations between the professional staff and the volunteer helpers is a delicate and challenging task. The clearance of authority, the coordination of assorted outside workers, the accompanying multiplication of human problems, credits to be given and received—all add to headache which seems a necessary accompaniment to any big program. In recompense, however, the library reaps the benefit of many fresh ideas from non-library brains and the talent and know-how of other professions on the one hand. On the other, by bringing in lay people on a working basis, the library gives them an intimate understanding of its own problems and a brotherly sympathy for its aims and needs. If the P.R. aspect has been skillfully handled, the group will be inflamed with the library ideal and because of the strange thing called human nature, the more its members do for the library the more they will love it and want to help it.

Building the library picture in the community is a continuing job and an important one. Public libraries are so varied in size, in budget, and in area of service it is not easy to give any set formula for the handling of public relations in libraries generally. It is a function of administration and, whether the librarian does it himself or delegates it, the P.R. activity should always be kept on the administrative level. If the activity is delegated, it follows that the librarian must choose a person of integrity, creativity, ability, and common sense, a person in

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whom he can place complete confidence. The duties and responsibilities of a public relations officer should be understood by the librarian as well as by the officer. Public relations is one job; publicity is another. To call a job by the first and assign to it only the functions of the second is inept, confusing to the public, embarrassing and frustrating to the titleholder.

Here the head of the small public library is probably muttering that all this talk of public relations officers, advertising, publicity, and such are all right for the big institution but altogether unreal for the rest. But does the small library fail to buy art books because it has no "art department"? Does it fail to catalog books because it has no "catalog department"? No, the librarian and the staff, small though it may be, are the art department, the catalog department, the reference department, and the public relations department along with all the rest. The staff is smaller, it is true, but the scale of operation is smaller also. The job is heart-breaking, it looms so large; but remember, it is in the large library, too. No matter what the size—of the building, the staff, the budget, the collection—each is always too small for the potential area of service.

Smallness has its compensations as well as its drawbacks. There is possible in a smaller community far more personal acquaintance and firsthand knowledge than there is in the larger. The librarian may do most of the work himself, including the public relations job; but the newspaper editor and the radio station owner or manager are also far more likely to do the same. Therefore, the jobs that in a larger community are handled by second or third level staff members are done on the top level in the smaller town. The small town librarian knows the majority, if not all, of the community leaders personally. In a larger city, the librarian knows some but must rely on his trustees, his P.R. officer, and his staff for liaison with the others.

Also, in a smaller library the librarian has firsthand knowledge of how his P.R. directions are carried out. He teaches public relations by example as well as by direction; but he is also on the spot to see how both example and direction are followed by his staff. He need not filter policy, practice, and results up and down through a chain of command. Therefore, in the preceding discussion, the small town librarian can read his own name for both librarian and P.R. officer and prepare to do the work of both. He may lean more heavily on the help of trustees, Friends, and other public spirited citizens in building his public relations program but how well the challenge has been

met is shown by the excellent records libraries have made throughout the nation.

In almost every case, the job of public relations grows from a single person with responsibility for one area—publicity, advertising or the like, until—in most organizations—the public relations director supervises publicity, display, communication, research, advertising, and related fields. To carry out a good program, a good and adequate staff and good equipment are essential.

A public relations director should be aware and informed of everything that impinges on that field. This can range from board to building staff, from budget to books, from neighborhood group to chamber of commerce. The public relations officer should be one who recognizes the boundaries of his operations, however. He offers his abilities in communication, in human relations, in influence of behavior to the ones working directly in any phase of library activity. He does not take over the specific job. He offers counsel as it affects or is affected by human behavior.

No perfect public relations director was ever created nor has the perfect public relations program been planned. The qualities one should possess are endless. Nevertheless, the man who has respect for his institution and the goals it has set, for the people who work in it, and for the public it serves; who sees both—his fellow workers and the public—not as a mass but as individuals, has gone a long way toward the building of a firm and lasting program of effective human relations.

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Public Relations of Academic Libraries

H. VAIL DEALE

WITH INCREASING NUMBERS of young people clamoring for admittance to colleges and universities, the attention of educators has turned toward the improvement of the intellectual climate of the campus, and toward relating the purposes of formal education to a changing world. Academic libraries, therefore, are challenged, as never before, to scrutinize their resources, their facilities and their services, and to reappraise the role of the library in higher education.

There is evidence of increased interest in public relations on all fronts since R. W. Orr's paper called for more descriptive information about the public relations of academic libraries.¹ However, college and university administrators (with exemplary exceptions) are still too prone to ignore the techniques of business and industry, and to reiterate the dusty clichés about the library as "the heart of the college" or "the core of the curriculum." It must be recognized, as C. D. MacDougall points out,² that "... sound public relations means the daily application of common sense, common courtesy and common decency in accordance with a continuous program of enlightened self-interest. . . ." While a constant preoccupation with public relations may lead to undue self-consciousness,³ nonetheless, a decent respect for the rights and needs of students, faculty, and administration must be coupled with a sensitive concern for the good name of the institution which the librarian, or janitor, or student assistant may for the moment represent.

Citizens are discovering Education, and are being urged to face up to the acute teacher shortage and lack of classrooms. But how much attention is being directed to the increased need for materials and resources of our academic libraries? In terms of higher education, the astute librarian must perceive the role of libraries in the total educational process and determine their function in relation to the whole.

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Speaking of "the social function" of libraries, B. Landheer reminds us that everything in contemporary society can be seen from the aspect of the producer, the consumer, and the general public.⁴ For librarianship, authors and publishers represent producers; librarians are more like distributors; the reading public our consumers. The outside world (our related publics) constitutes the general public insofar as it is indirectly affected by the integrated activities of the first three groups.

Any institution is secure only as long as it commands the fullest measure of public understanding and support. Therefore, higher education in the United States has been taking a serious, second look at itself. Academic libraries, as part of higher education, must awaken to the need for increased understanding and support. For too long, academic libraries have been content to plod, forgetting that every service they offer (or do not offer) has overtones affecting public attitudes. The role of the library, and the status of the librarian, on any given campus reflects, to a large degree, the academic vitality of the institution.

Where athletics, beauty queens, and military balls dominate the publicity, the library is usually on the fringe of campus life rather than at its center. On the other hand, when one of the nation's top liberal arts colleges deliberately concentrates on raising intellectual standards, the library becomes the focal point of the learning process, and receives commensurate support.⁵

In the scramble for new dormitories, student unions, and gymnasias—all of which may be vital to higher education—administrators must be made to recognize the need for new or expanded library facilities. Dormitories and student unions are self-liquidating, athletic and social events always newsworthy, but activities of an intellectual or cultural nature relating to the curriculum or to library services are conspicuous by their absence from most news releases.⁶ In the light of such obvious neglect or indifference on many campuses, how can any academic librarian sit back and claim that public relations are of no concern to him? It is the public which makes possible the existence and the operation of our institutions, as both MacDougall and R. B. Harwell have indicated, and librarians must realize that one of their primary responsibilities is cultivating the good will, understanding, and support of the various publics they serve.

While it is easy to agree with Harwell that relations within an organization are as important as those external to the organization, it

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is not agreed that staff relations are necessarily a part of *public* relations. As applied to the academic library, public relations may best be defined as ". . . the sum of the library's external relations with students, with faculty, with administrative officers, and with the community at large; and generally in that order of importance, depending upon the library's size and circumstances."⁷ It is true that you cannot proclaim one thing and practice something different; to this extent, of course, library staff is involved in public relations. Basic to a good public relations program is a competent and informed staff that understands the underlying policies of good service.

Two prerequisites are necessary before embarking upon any program of public relations in academic libraries: (1) Librarians need a knowledge and awareness of the policies and program of the college or university of which they are a part, and (2) they must be convinced of the necessity for continuous motivation of the library's clientele relative to resources, facilities, and services.⁸

"When in doubt, give attention to the needs of students."⁹ Nothing should take priority over the best interests of those for whom higher education is designed; sometimes this means listening to student suggestions, and sometimes it means initiating policies or programs that are in the students' best interest. While most students are in college to get an education, many of them wish to acquire it painlessly. Whether or not the faculty coddle or spoonfeed, or encourage independent study, the library's responsibility is to stimulate intellectual curiosity and inspire appreciation of the accumulated wisdom of the ages. The most salient means the librarian has for achieving good relations with students is to make himself available. Librarians, whether in reference or circulation, in technical processes, or any other phase of library operation, have a responsibility to assist students when they seek help or obviously need it. For this very reason, one university librarian has two offices: one that is always open to students, faculty, and visitors; the other, his private hideaway for accomplishing a serious project. In the small college environment, the many opportunities for contact with students may prove beneficial to the library as well as the student. As Harwell suggests, good will is one of the priceless ingredients of an effective public relations program.

A second, and oft-debated technique, for building sound relations with students is the handbook or guide to the library and its resources. New methods and processes in the field of printing and publishing

are making their impact upon library publications, and some form of printed introduction to the academic library is welcomed by students. Another means of building good student relations, and one that is almost necessary today in competing with other campus activities, is in the area of exhibits, book sales, and other special events. Several college libraries have displays of inexpensive prints which students may buy; at least one new university library building includes a fully-equipped art gallery. Paperback bookshops, initiated several years ago at Hamilton and Beloit colleges, pay dividends in good will. Whatever is done will take imagination, time, and effort on the part of some member of the library staff.

Librarians should participate, as much as possible, in campus activities including student-sponsored events and organizations. Such manifestations of interest help dispel the stereotypes still held by students who seldom see or talk with a librarian. As an adviser, or member of the Union Board, or faculty representative on a committee, librarians are enabled to implement their public relations policies, and to do a great deal to break down the barriers between students and library staff. To cultivate students is to build good will; to build good will is one of the primary functions of effective public relations.

It would seem axiomatic that the cultivation of good relations with one's colleagues on the faculty helps the academic library and its staff. Universities, and many colleges, are made up of worlds within worlds. The specialist in one field is flattered by the colleague who makes an effort to learn something in his area of learning. Manifesting a friendly interest in various departments of the college or university can stimulate or revive a colleague's interest in services offered by the library. There are certain other techniques, certainly none of them unique, by which the academic librarian can aid his public relations program with faculty: (1) Get out of the library and join his colleagues for lunch occasionally, or meet them at the Union for coffee; (2) Attend departmental, divisional, and faculty meetings, insofar as time allows; (3) Support lectures, concerts, and other events in which other colleagues are interested; (4) Stand ready, at all times, to give extra help in a crisis situation. This may be ordering a book by telegram, securing a needed item through interlibrary loan, or providing a periodical, film, or recording on short notice. It is in the day-to-day contacts with faculty that capsules of good will are stored.

At the same time that librarians are "extending" themselves beyond their own four walls, they must be prepared to answer the questions

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and criticisms based upon misunderstanding or campus gossip. To do so tactfully is to mend fences as they are broken, and contributes to professional esprit de corps. In some institutions a library committee helps the librarian in interpreting policies and services; however, it is beyond the scope of this paper to argue the pros and cons of such committees.¹⁰ Another means of communication beyond the library is through various non-verbal techniques. While there is no unanimity on the type of publication which most effectively serves the faculty, current acquisitions lists and faculty bulletins are two examples widely used. These may vary from occasional mimeographed or multilithed publications to the highly professional, printed quarterlies published by some of the larger university libraries.¹¹ Competition for the reading time of faculty members should convince library administrators that their publications must be attractive yet functional, present information accurately yet concisely.

Various departments, or individual staff members, can help in this area of faculty public relations by routine techniques that are often effective stimulants to better relations. In the matter of new acquisitions, faculty should expect to be kept informed about books which they have requested. Reference librarians can often bring current articles from periodicals to the attention of a faculty member. An efficient, smooth-functioning, interlibrary loan service is one obvious means of winning faculty good will. The busy faculty member, working on his advanced degree, or preparing a book or article for publication, depends upon the library for assistance in securing materials that cannot be obtained locally. The generous loan policies of larger academic libraries make possible loans to even the smallest institutions.

College and university librarians are quick to recognize the importance of the president, the vice-president, or academic dean in their relations with the administration, but how often do they know their lesser administrative officers such as the director of admissions, the alumni secretary, the registrar, or the person who is responsible for development or public relations? Recently a new development director was appointed at one midwestern college. During his first months of orientation, the librarian was able to sit down with the new colleague and informally brief him on library problems and needs. The exchange of ideas and information will undoubtedly prove beneficial whenever the expansion of library facilities are considered in the over-all development program of this institution.

The administration officers frequently need reference materials which the library can provide, and prompt and courteous attention to such requests is an important responsibility of the library staff. Administrative personnel should be included in the distribution of library publications, such as a faculty bulletin or newsletter; the appropriate personnel should receive at least one written report a year from the librarian regarding the year's accomplishments and future plans.

Harried administrators, who are susceptible to departmental and divisional pressures, will never be aware of library needs unless kept informed and up-to-date. While being sensitive to the problems and responsibilities of the various administrative personnel, the librarian must take the initiative in any two-way communication that exists. Some librarians have become so adept at working with administrative personnel that they have been invited to assume responsibility in certain areas of college or university administration. Everett McDiarmid at Minnesota, B. L. Johnson at Stephens College, Eugene Wilson at Colorado, are examples of librarians turned administrators.

The significance of the library on a given campus may well be due to the professional enthusiasm of the librarian, and how effectively this enthusiasm is reflected through administrative personnel from the president on down. If librarians are not aggressive propagandists, why should we expect others to recognize the role of the library in higher education?

Currently, many institutions, large and small, are re-examining their programs of "continuing education," and genuinely seeking the best means of serving their alumni and friends who are interested in expanding their knowledge or keeping abreast of current events. One measure of the vitality of an institution is how well it keeps in touch with its alumni and friends, and as all colleges and universities know this is one of the most fruitful areas of public relations. It is an area that can be rewarding for academic libraries, too. A successful alumni reading program has been conducted by the University of Michigan for a number of years; Dartmouth¹² and the University of North Carolina are examples of institutions that have well-developed Friends of the Library groups; many schools make library resources available to graduates whose local library offerings may be limited.

With a few enthusiastic sponsors, any college library can develop a Friends' group, and thereby expand its public relations potential

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outside the campus. Collections that would otherwise be without distinction have become valuable and interesting because of the financial support and active interest of alumni and friends. Support from such sources is especially necessary at the time of a new building program. A number of small colleges have acquired modern library buildings that would have been beyond their means without the interest of devoted friends and alumni. The Sandburg Collection at the University of Illinois, said to be valued at over \$30,000, was made possible by the contributions of alumni. One of the best small collections of Russian literature in the United States was acquired two years ago by Beloit College through the interest of an alumnus studying in central Europe. Alumni "weekends," summer conferences, and institutes, are typical techniques for building good will, and the library should assume its share of responsibility in promoting such activities.

Town and gown rapport is exceedingly important in the college or university community, and the library can contribute its share in building good relations in the local community. Cooperation with other libraries, issuing "privilege cards" to community residents, and personal contact with key leaders of the community, can be of mutual benefit with little effort and almost no expense. An exchange of current periodical lists, avoiding duplication of certain expensive titles, and the co-ordination of reference services, are obvious techniques that can multiply library service in any community. A further extension of this idea is being carried out by a group of New England colleges situated within a fifty-mile radius of one another.¹³ Students may now have access to the resources of five libraries instead of one. Some academic librarians have found it profitable to participate in civic organizations and other community projects that cannot help but have public relations value to their institutions. While primarily for students and faculty, the academic library should welcome the serious-minded citizen who also wishes to make use of its resources.

The cumulative effect of public relations is the reputation or prestige gained by an individual, institution, or organization in the community served. As C. A. Schoenfeld reminds us: "Public relations, in the proper sense of the term, is primarily a matter of institutional conduct and only secondarily a matter of publicity."¹⁴ We cannot avoid having public relationships, but we can, by building and maintaining sound and productive relations, control the results. In recent years colleges and universities have gone beyond the printed page

to bring information to its various publics. First radio, now television, the picture-brochure, and a dozen other methods and media are now used to stimulate public sympathy and support. Since libraries are basic to the purposes of higher education, the librarian of the future will go beyond commonly accepted media and strive, through technological and communicative innovations, to bring together the right material, the right person, at the right moment. The Center for Documentation and Communication Research at Western Reserve University, established at the School of Library Science in 1955, is evidence that the profession is alert to its responsibilities in the exploration of new horizons. One of its major objectives: "To conduct research programs for the definition of techniques and principles underlying the organization of recorded information . . .",¹⁵ and a second, "To improve the accessibility of recorded information . . ." can have a yet unrealized effect upon library public relations.

Since our very future survival depends upon our capacity to understand one another, and since knowledge is necessary in the process, education remains the cornerstone of progress. The academic librarian must do everything possible to know the resources of his own library, to eliminate misunderstanding, to create and build positive relations, and to streamline and improve library services, so that he may make his maximum contribution to survival through learning.

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Public Relations of the School Library

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"TO HAVE OR NOT TO HAVE" is *not* the question when it comes to public relations in the school library. The only choice open to the school librarian is between having an effective or ineffective relationship with the school library's public. Obviously, the success of the school library program is determined by the choice the school librarian makes. It is important for the school librarian to realize that public relations is a "continuing process of keying policies, services and actions to the best interests of those individuals and groups whose confidence and goodwill a school library covets; and secondly, it is the interpretation of these policies, services and actions to assure complete understanding and appreciation of the school library."¹ Accordingly, the school librarian has a key role to play in building an effective program of public relations.

When a school librarian begins to study the problem of public relations, immediately there comes a realization that the school library's publics are the school administrators, the teachers, the students, the parents, and the members of the whole community. Each public may deserve a special program of interpretation in order to assure complete understanding and appreciation of the function of the school library.

If a "good school library is a collection of many materials of learning—selected, organized and administered for service to the students and faculty of the school,"² then the school librarian's task is that of making friends and winning confidence, approval, and material assistance from the groups which are immediately concerned with the services of the school library. Librarians have always sought to capture ways and means by which all tasks involving the bringing together of library materials and their users might be made easier and more certain. Planning these tasks will

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not guarantee effective use, but it will aid immeasurably in assisting the users.

School library public relations acquires its direction and meaning to a large extent from the school itself. Of necessity the over-all plan of school library operation should follow the regular administrative procedures for public relations of the particular school system. Then too, the superintendent, the principal, the teachers, and the school librarian should work together to plan the over-all public relations program. This suggests that each member of the faculty should have whatever public relations responsibility falls within the scope of his general authority. Naturally, the school librarian should assume his responsibility for the area of interpreting school library service. The school librarian is the logical interpreter of all school library activities. He can either let his publics know the activities through an organized program of public relations, or he can let his publics gain their impressions of the services and actions of the school library through unplanned contacts. The school librarian must take the initiative in planning and carrying out a program which will gain support of the administrators, the faculty, the students of the school, the parents, and members of the community.

Public relations efforts will be more effective when plans are made for the specific publics served. One of the librarian's responsibilities is to keep his administrative superiors informed and to get their approval for the planned activities in school library public relations. Channels of publicity that have been set up in the school must be followed. Since few courses in education prepare administrators with an adequate understanding of the nature and services of the school library, the school librarian should be aware of the need for interpreting the library to the administrative staff. When planning a program of enlarging the administrators' understanding and recognition of the school library, the school librarian should remember that administrators are very busy people. Furthermore, when the librarian considers the heavy schedules of the superintendent and principal, he should time his approach at a period other than rush hours. The wise school librarian does not try to sell the entire school library in one afternoon. He involves the superintendent and principal in planning long-range objectives. He demonstrates to his administrators that he knows the work of the school library and does it!

It is always advisable for the school librarian to provide the superintendent and principal with information in brief form for a monthly

report which may be transmitted by the administration to the board of education. This report can be factual to include the basic school library statistics, but it should also include an informal resumé of exhibits, work with groups, classroom units, special features, and the like. The school librarian interprets the financial needs of the school library to the school administrators by planning a detailed budget which explains the need for and use of each item. No school board member can be expected to spend freely the taxpayers' money on the school library unless he is acquainted with the high rate of return in educational values from the tax dollars invested in a school library.

In explaining to administrators the need for increased staff, the librarian emphasizes the continuous contacts which make it possible to work directly with more groups and more departments. As a result an enlightened administration will free the librarian for full time library work and secure additional staff when needed. The librarian invites the administrators into the library to see the teaching laboratory at work, and he lets them examine the tools of learning. In addition, he keeps the administrators' office files continually supplied with pictures and slides of publicity and newspaper clippings about the activities and services of the school library. He provides his administrators with periodic write-ups of activities with various groups; e.g., the gifted child. Recorded comments of teachers, students, and parents as they attend special functions in the library, for example, a National Library Week Open House, assist the administration in understanding the many types of public relations programs at work in the school library.

Every library needs adequate quarters, conveniently located and suitably equipped. The wise school librarian uses every public relations device available to interpret the planning of school library space for the administrator as to adequacy, comfort, attractiveness, and service. For example, the filmstrip, "School Library Quarters," and detailed plans of recently completed school libraries with floor plans and photographs are available from the American Library Association's Headquarters Library. To be suitably equipped, a library needs a wide variety of instructional materials; books, films, filmstrips, maps, globes, pamphlets, periodicals, pictures, recordings, slides, and related learning materials must be provided to meet the demands of the curriculum and the capabilities of the student body. Through the school librarian's interpretation of these materials of learning, administrators will enlarge their understanding of the need for them. An

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Indiana Superintendent said recently: "So important is an adequate collection of appropriate books and materials for boys and girls through the twelve years of school, that such a library has become the mark of a good school and a school without this mark cannot be judged a good one."²

To insure continuous communication between the library and the classroom in the use of materials, the school librarian will assist administrators in understanding the need for the school librarian to serve on committees for curriculum development and for the improvement of the over-all program of instruction. In turn, the school librarian appreciates his administrators and gives them credit for their contributions.

One of the school library's most important publics is the faculty. The success or failure of the school library program will be determined, in a large part, by the quality and amount of library use by the classroom teacher. As a working member of the instructional staff, and as a part of the school library's public relations program, the school librarian keeps the contribution of the school library to the teaching program constantly before the faculty. Generally, the school librarian is a fully trained teacher who knows and understands the school, its objectives and goals, and the school curriculum. As the librarian works with courses of study, with teachers and with students in completing assignments, he comes to understand the teaching methods of each member of the faculty, his point of view and his special interests. At departmental meetings the school librarian makes suggestions and recommendations and receives requests from fellow teachers. He prepares bibliographies and arranges for a constant flow of curriculum materials to and from the classroom. The new teacher sees the librarian as a co-worker ready to help him and his students, and the alert librarian offers to have a session in the library for new teachers in the school, showing them around and answering their questions.

As it is important for the school librarian to know and understand the work of the teacher, similarly it is essential that the faculty know the duties and responsibilities of the school librarian—selecting, organizing, and servicing an up-to-date materials collection, working with classes, working with individuals in free reading and reading guidance, and giving ready reference or informational services. Sometimes the school librarian may be resented by other teachers who assume, because the librarian does not teach five periods a day, that

he has a very light schedule of work. This misunderstanding will not happen if the school librarian attends and participates in in-service training programs, faculty meetings, professional meetings, and parent-teacher meetings and if he has other opportunities to work with his colleagues. Involving all members of the faculty in the selection of materials, getting the teachers' assistance in discarding materials, and sending to the teachers lists of new books, magazines, films, filmstrips, and other purchases in their teaching areas are good public relations practices. The librarian's daily contacts should invite teachers to come in to read or to browse, to talk with students or other faculty, or to chat with the librarian.

The stereotype concept of a school librarian is too often that of a person who is aloof, snobbish, unworldly—who is standing guard over the books and materials with little or no regard for the individual, whether he is a student or a member of the faculty. The frequent appearance of the librarian in the classroom as a helping teacher and a tactful, friendly person directing the services of the library will erase such stereotypes. Perhaps, too, as a result of these contacts in the classroom the school librarian will be more effective in the informal teaching done in the library. The school librarian should also be present for the social events and school-sponsored activities to demonstrate that he is interested in the success of every part of the school.

The school librarian assists the faculty in their efforts to be informed about the latest developments and trends in their respective fields of teaching. Every school library should have an educational or professional collection which provides materials on curriculum, teaching, evaluation, counseling, and current social trends and a file of important professional magazines. Fortunate is the teacher who has the resources of a good school library, and equally fortunate is the school librarian who is a member of a faculty that is aware of the services offered by a good school library. B. L. Johnson said, "Teaching is a creative activity; librarian participation in teaching can and must be creative in the highest sense of the word."⁴

The students of the school are another important public. Satisfied students are the best publicity agents for the school library program. The school librarian is in a strategic position to learn much about student interests, attitudes, and problems. From this information he guides the students to find books and materials suited to their interests and abilities and to solve their problems. Effective public relations with students will be strengthened through the appropriate use of

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displays, exhibits, discussion groups, story hours, assembly programs, and book talks. Through browsing, discussing, and sharing, students learn to discriminate and develop judgment in the evaluation of materials. The librarian provides students with lists and other bibliographic services, encourages students to help in the selection and discarding of materials for the library and invites students to assist in formulating library policy.

Some librarians have found that student library committees provide opportunities to express opinions concerning policies and procedures in the school library. Through library participation students learn responsibility for use of public property and social responsibility in group situations. Students learn how to plan and work together effectively. One activity which has public relations merit as well as educational value for the student is the student library assistant program. The best training comes from actually doing a variety of tasks; e.g., circulation, publicity, book lists, all under the direction of the librarian. A manual of instruction that describes the duties to be performed should be provided for each assistant. Varied assignments, arranged by planned work schedules and rotation of work, give students opportunities to develop a variety of learning skills and also to be a part of the public relations program of the school library.

The school librarian, through a planned program in teaching the use of the library, has an opportunity to improve public relations with students by teaching students to locate, organize, and use the library and all its resources. While teachers frequently share in giving various kinds of library instruction, the school librarian must assume the major responsibility for the program of teaching the use of the library. An attractive library bulletin explaining library organization and different ways of using library materials will be very helpful to students. Skills in the use of the library which are learned in school will be used by the student whenever he uses libraries throughout his life. The school librarian can see that students have opportunities to become acquainted with other libraries in the community by arranging visits sponsored by the school library and by encouraging them to use the public library and other educational resources.

In furthering good public relations with students the school librarian should provide ready reference service and suitable work spaces for individual research as well as for group and committee work. The reference and research uses of the school library will depend, in a large part, upon the classroom teacher and his assignments, although

hobbies and special interests of students sometimes lead to research. In our present day society there is much concern for the scientific approach to information; therefore, it is important that young people learn to use many tools in finding answers.

Other public relations techniques for implementing the students' use of the library may include assistance in planning club and co-curricular activities, publicity about the school library and its resources through a library reporter to the school newspaper, and assistance with career day activities and hobby shows. Some school librarians have used an attractive news bulletin board of current happenings about students, clubs, and sports to draw students into the school library. It should be remembered that an attractive school library is like an attractive home—students like to come to it. When pleasant surroundings are coupled with a tactful and friendly librarian, students will feel "at home." And when the librarian provides adequate materials and suitable work spaces students will make use of these.

A fourth important public to be considered in the school library's public relations program is the members of the community. The school librarian can build stronger the public relations of the school library by knowing the community and by being an active part of it. Even though school library public relations begin within the school, much of the success which the school librarian desires will depend upon the impression created outside the school. The librarian's individual conversations and person-to-person contacts are very influential because these reflect the policies, practices, and actions of the school library. Librarians should never overlook the fact that every community has organized groups such as the P.T.A., Woman's Club, League of Women Voters, and the Junior Chamber of Commerce who have a natural interest in the school and its library program. These groups are enthusiastic about reports on children's reading skills, the free reading programs in the school library, provisions for the gifted child, research techniques, and the scientific approach to information. School library personnel need not be accomplished public speakers, but the librarian should know how to prepare a speech and how to deliver it. Sometimes speeches can be made more interesting by the use of student-made projects, pictures, slides, portable exhibits, and charts.

Parents are an important part of the school library's public. Through home visits the librarian assures parents of his interest in the student's

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welfare and invites the cooperation of parents in solving problems. Other means for making contact with parents are open houses, teas, and book talks which provide opportunities to visit the school library, to see its facilities, and to observe its services. Many school librarians have found that advisory citizen committees are important public relations contacts, since they assist in informing the public as well as in developing policies.

Some school librarians have found that a good public relations technique is to use the school library card catalog to include cards by subject area of resource the people who live in the community and who are willing to supplement classroom discussion by talks, reports, or slides of their "first hand" experiences while living in other places and getting to know other people. The librarian should not overlook highly trained people in the scientific and technical areas, who usually are pleased to assist teachers and librarians in the teaching areas in which they are expert. Tapping the resources of community groups, such as industries, crafts and social agencies, the librarian has available for loan many exhibits and displays for use in the school library. In addition, the card catalog also may contain cards by subject area of field trips, places of historic or local interest, museums, public buildings, and shrines which are useful in enriching the teaching program of the school. It is important that the card contain full information concerning location, hours open to the public, the person to contact for arrangements, and distance from the school.

Another community agency which can be of assistance to the school library in serving its publics and in enlarging library resources for school personnel is the public library. If a public library is located in the community, the school librarian should be well informed of its resources and should work closely with the public librarian in all areas in which coordination can make more materials more available to more young people. Much can be accomplished if the public librarian and school librarian will meet periodically to share, in a friendly and understanding manner, their common problems and the possible solutions. In addition, the school librarian can strengthen his relations with his publics by being informed about and making use of regional and state agencies and services. Advisory services are available also from state departments of education, national and state professional associations, and from nearby colleges and universities. Professional library journals often carry articles and ideas concerning public relations and publicity. A wealth of current literature is avail-

able on school public relations and can be adapted to school library public relations.

School librarians do not have to look far to discover an array of media for their use in communicating with their publics. If not in the school, somewhere in the community the librarian can find motion pictures, filmstrips, pictures, slides, exhibits, displays, bulletin boards, newspapers, magazines, radio, and television, which are at the librarian's disposal for interpreting school library service to its various publics. It is important that the school librarian select the proper medium to reach a particular public which the school library serves. Once he chooses the right medium, he will have a better opportunity for reaching a particular public and for achieving desired actions or attitudes. Whenever the school librarian considers a mass media approach to public relations, it is important that he consider the available resources, the time needed for preparation, the cost, the possible effectiveness, the subject matter presented, and the extent of influence. If the school librarian considers these factors, he is in a better position to choose the best medium to do an effective job of public relations.

The public relations minded school librarian knows that exhibits, displays, and bulletin boards are the show windows of school library service. These are splendid media for keeping students, faculty, administrators, and the general public informed of the work, assets, and services of the school library program. The school librarian uses his ingenuity to make use of many places in addition to the school library for exhibits and displays. Some possibilities are school corridors, auditoriums, or gymnasiums; store windows; meeting rooms used by community groups; local and state fairs; and youth and teachers' conventions.

The medium of the motion picture may also be used to show the services of the school library. The visual image can inform and deliver a message which will be remembered for a long time. An excellent example of the motion picture as a public relations instrument is "A Carpet Under Every Classroom." Written and produced by Marion Hock, librarian of the Manhasset, New York, High School, the film is intended to show the nature of school library work and how the library supports the school program. It is designed for use with teachers, curriculum consultants, administrators, school boards, parents, and interested lay groups. Some librarians have found that slides and filmstrips can be just as effective as the motion picture in a public relations program. One can also use slides on television for

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spot announcements or parts of a program. If desired, sound can be added to slides or filmstrips by the use of a synchronized tape recording. However, the school librarian will be more effective by giving a running commentary because he can choose his remarks to fit the interests of the group.

Photographs are a familiar and highly valuable visual aid to public relations in and out of the school library. They are concrete and interesting and arrest attention. Even an amateur photographer—either the school librarian, a member of the faculty or a student—can take very creditable pictures with care and practice. Among the many activities for photographing are student activities, bulletin boards, exhibits, types of materials, and types of services. The school librarian should be careful that the shots taken of the library portray the story which he wishes to tell. Every school librarian should build a good picture file which shows the activities of the school library for publicity purposes. Large blow-ups can be used for posters and in displays in corridors, at conventions, and in store windows.

Newspapers, radio broadcasts, and telecasts can carry news of the school library's activities to a wider public than that reached by other media. Local papers and broadcasting stations usually are cooperative because they are interested in giving the community news of local events. The formation of a library club, an unusual presentation of a film showing, an announcement of a previewing session, a speech by a locally important man to the student body concerning a library-related topic, and the election of officers can all qualify as news. Sensitive to the high public interest in radio news, some school systems have developed a daily news show devoted exclusively to school news. The school librarian should see that school library activities are reported. Taped interviews add variety to the regular newscasts. If handled properly, panel discussions can be highly successful, particularly if lay citizens are panel participants. The studio classroom type of television show has been used widely and could easily show the variety of services offered by the school library.

The well-known questions of the newspaper world—the "five W's"—What, Where, Who, When, and Why, with the How as an alternative to the Why—should be used as a guide in testing each news release. It is usually easier to "rough out" a report first, then make the necessary changes. Editors appreciate copy that is typed, double-spaced, and on only one side of the paper. A margin of at least an inch should be left on each side of the copy; the first sheet should have

four inches of space at the top containing the subject across the middle of the space. The name and address of the writer should be placed in the upper left-hand corner. A school librarian who has learned how to write and to take good action photographs will be able to present an acceptable story.

Every school library public relations program needs careful evaluation to appraise its work with the school and community. Methods of evaluation can range from informal observations to inventories, checklists, and special rating devices. The public relations conscious school librarian always takes inventory of what he is doing and planning. Here is a checklist of ten questions which may help in the evaluation of the school librarian's planned program for the public relations of the school library. These questions also serve as a summary of this discussion.

1. Does the school librarian know the value of good public relations and does he recognize that he is the key to the public relations program of the school library?

2. Does he know the interests and needs of the various publics which he serves?

3. Does he interpret the school library program to his administrators by involving them in the planning of the program; by reports; by preparing a budget; by explaining the need for space, staff, and materials; and by serving on committees?

4. Does he interpret the school library program to the faculty by knowing the courses of study, teaching methods, and curriculum materials; by participating in all professional meetings; by involving the faculty in the selecting and discarding of materials and by taking part in all school activities?

5. Does he interpret the school library program to the students by providing a wide variety of library materials which meet the needs, both curricular and co-curricular, abilities, and interests of students; by involving students in selecting and discarding materials and in formulating library policy; by directing a student library assistant program; by teaching the use of the library and by providing reference services?

6. Does the school librarian see that students know all the educational resources in their community including the public library?

7. Does the school librarian consciously consider the community in interpreting the school library program by knowing the community

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and being an active part of it, by reporting to organized community groups, by using citizens of the community as resource persons, and by personal contacts?

8. Does the school librarian keep the school librarian program before parents by visits; by open houses, teas, and talks; by advisory committees?

9. Does the school librarian use every known public relations media—pictures, motion pictures, filmstrips, slides, exhibits, displays, bulletin boards, newspapers, radio and television—to interpret the school library program to its various publics?

10. Does the school librarian have a sense of direction, of values, of appreciation, of human relations and of adventure, and does he evaluate his public relations program?

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Public Relations Activities of Special Libraries

IRENE M. STRIEBY

THE SCOPE OF MODERN PUBLIC RELATIONS is sufficiently broad for the special library whether it exists as a separate entity, as do a few, or as a working unit of a larger organization which is generally true of the vast majority. It is only with the latter type that this article is concerned. For the purpose of this discussion, only public relations activities of industrial libraries will be emphasized. Although this may seem a relatively restricted frame of reference, actually their activities are not too different from those of special libraries in government agencies, in insurance companies, in banks, in publishing houses, in medical societies, and in other types of organizations; each deals with a clientele limited by some factor such as size, geographical location, or subject interest.

Formation of special libraries, as components of the types of organizations mentioned above, began to gather momentum at least a half century ago, whereas the current and generally accepted connotation of public relations is scarcely a generation old. Thus, the development and evolution of the special library's public relations antedates the present concept of the term based, as it now is, on careful attention to good will as a professional goal rather than on specific techniques of reaching the goal. In the special library, public relations has been, from the beginning, a way of thinking translated into action. It continues to receive emphasis; otherwise the library would quickly lose its effectiveness.

Fortunately, the inception of the industrial library was never hampered with such traditions as are exemplified in *The Old Librarian's Almanack . . . for 1774* (Printed and sold by B. Mecom, at the Post-office in New-Haven, 1773), such as this one taken from the

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section, *Timely Advice to Librarians*: "So far as your authority will permit of it, exercise great discrimination as to which persons shall be admitted to the use of the library. For the treasure house of literature is no more to be thrown open to the ravages of the unreasoning mob than is a fair garden to be laid unprotected to the mercy of a swarm of beasts." In this same source there are other examples of not just negative, but altogether bad public relations for libraries of which they have divested themselves through the years.

Any library, regardless of type, has several distinct publics but it is the nature and complexity of these publics which determine its essential activities. Each program must be tailor-made to fit these particular publics. That much of the discussion of public relations pertains to the system of which it is a part, rather than to the tool itself, is a "take-off" point made in the opening chapter and accepted by each of the authors. It is then in the functions of special libraries, as affected by the organizations they serve, wherein one discerns differences as well as similarities in activities between them and other types of libraries.

Thus similarities as well as contrasts unite in providing the motivation for considering the subject independently. Yet at the same time one has the opportunity of equating them with the working concept of public relations outlined in the opening chapter. In doing this comes the realization that good will generated in any type of library builds good will for the profession as a whole and aids in attracting able persons to choose it as a career.

Since organizations vary greatly in both objectives and operations, diversification manifests itself in their libraries. It has never been possible or perhaps even desirable to follow a particular pattern. There are many special librarians who "start from scratch"—an opportunity which presents a real challenge. Even if the library has been organized previously, the special librarian, to a considerable extent, makes his own job. He can improve existing services and develop new services of value and, by anticipating trends, he can initiate the gathering of vital information in order to expedite service never before requested. Each of these factors is closely allied to good public relations.

Both the special library and its most important public, its clientele, are captive. The close personal day-to-day contacts make it possible for information to be provided for a project and, as the project develops, one can see how the information fits into a pattern of useful-

ness and finally its part played in the total result whether the result is one of success or of failure. This opportunity to observe the end use of information redounds in rare satisfaction to those responsible for its provision. The entire process of working closely with the clientele in raising group productivity provides an excellent climate for good public relations.

Another difference lies in the area of nonconformity. It has already been pointed out that special libraries vary; they are under no legal requirements to conform in services rendered although some standardization may be desirable and not altogether impossible in the future. Every decision made by the library has a public relations aspect which keeps it in harmony with its parent organization. Let some move be made which creates an unpopular reaction among some of its clientele and the library management soon learns about it. Immediate steps must be taken to repair the damage. On the other hand, a library which operates as an independent unit may never be made aware of the poor public relations aspects of a decision, for example, to close the library on weekends and evenings—the only time when working people can spend time there using materials for personal growth.

Related to this is the whole question of rules and their attendant inflexibility. Regardless of how many publics with diverse interests the special library has, it still has the advantage of being able to adjust its rules—always kept to a minimum—to the needs of its parent organization. Too many regulations can create bad public relations; if and when they are necessary they at least can be administered to avoid serious inconvenience. Or they can be changed. Or perhaps they can be done away with entirely. For example, if one regards a book or journal as part of the equipment for a research project, then consider the difference in attitude toward the library which allows loans for an indefinite period and one which requires return after two weeks or even a month. A project rarely ends in such a brief period.

The only sound first step in a public relations program is to "put the house in order," according to C. D. MacDougall in an earlier chapter in this issue. R. B. Harwell, whose article follows MacDougall's, agrees with this point when he says that such a program must first be properly fitted into the administrative pattern of the library. Even one of the earliest writers on the subject notes that public relations, like charity, begins at home. These thoughts all suggest that, in any discussion of the library's public relations activities,

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one should begin with the library staff—first by delineating the librarian's responsibility to operate the library in such a manner so as to gain understanding of the clientele, to hold the confidence of management, to secure maximum productivity of the staff, and to gain good will generally—all in an atmosphere conducive to these ends.

A large number of our special libraries are of the so-called "one-man" type, wherein the librarian has complete responsibility for the entire operation. In this event, he is his own good will ambassador since contact with the library is solely through him. But as his organization grows, his public relations cannot always be on a personal basis even though the clientele has become accustomed to his particular touch. To keep pace with the growth of an enterprise, the library staff increases in number. Thus, it is incumbent on the librarian to develop responsibility for working within the framework of a co-ordinated program and to share common goals of the enterprise with the library staff.

In choosing additional staff members, it is the librarian's task to find talent—persons with inquiring minds who are informed, articulate, and well trained in the particular work for which they are needed. This may relate to the development of an entirely new service or it may be complementary to established activities which demand extension. However, an employee's attitude and performance are governed by what he finds "on the job." One cannot employ staff endowed with enthusiasm, initiative, loyalty, and devotion for specific tasks. These qualities must be developed, both individually and collectively, since they are the *sine qua non* of good public relations. So the librarian has both an initial and continuing responsibility to give real meaning and significance to assignments so the staff may view them in terms of themselves and the clientele, in fact of the organization as a whole.

Everyone in an organization, from the chairman of the board to the guard at the gates, is a potential client of the library. Although it is always a challenge to turn the random user into a constant one, the library staff members cannot focus merely on him or even on the inattentive (that is, those who never use the library); they must place the emphasis of information gathering and communicating upon the segments of the organization prepared to use services to the greatest advantage. With this as an objective, they can further aim at fostering good client relationships which are the most important factor in internal public relations, not only in establishing the free flow of in-

formation in and out of the library, but in maintaining confidence and understanding as well.

The library staff must ever be on the alert to know when special service is needed and when self-service will accomplish better results. Although, as individuals, many can be counted upon to express appreciation for aid and likewise let it be known when disgruntled, it is occasionally wise to survey objectively to learn if the clientele, as a whole, is satisfied with the *status quo* and if not, do something about it. The term clientele has been used deliberately rather than patrons, which term carries a connotation of patronizing. In contrast to the latter, Webster defines client as "one who employs the services of any professional man." Anything done to let the community know that a librarian is more than a mere keeper of books is good public relations for the entire profession.

Since the library exists for the benefit of the enterprise and therefore the bulk of activities are within its framework, there are also many other relationships to be taken into account, such as relations with suppliers. The library is often an important spokesman for the company but more often it is a silent partner in building public relations. Not all publics can be reached directly; some are reached only through aid given intermurally but, regardless of method, the impact of library service extends beyond its own four walls and even beyond the organization it serves.

Relations with publics in combination can be illustrated by action taken on a request which came to our library staff to develop an educational medium for sales service representatives in Latin America. The subject was the library service available in our organization, and whatever form was used to tell the story, it had to be small enough to carry in a brief case because of weight limitations of plane travel. A series of twenty colored slides was made showing library staff members providing information by means of reference work, bibliographies, interlibrary loans, microfilm, maps, special files, weekly abstracts, as well as routine circulation of journals. An appropriate script accompanied the slides which required a viewing time of fifteen minutes. By means of this audio-visual presentation our representatives were better prepared to tell of the careful search preceding development of company products and explain to members of the health profession they contacted how their questions could be effectively handled on a referral basis.

There is still another type of an organization's public relations for

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which the librarian has direct responsibility. From time to time inter-library loans are negotiated, professional projects shared, or reference questions answered, all calling for an exchange of ideas or materials. Working relationships thus established through contact with other librarians must be carefully nurtured; they broaden information resources not only in the local area but scattered throughout the country as well. An important by-product is the opportunity for the library staff to play an effective part in the development of sound public attitudes toward the organization as a whole. Another benefit of professional contacts made through the exchange of facilities and talent is the impetus given to staff development and growth.

Special librarians have an obligation to cooperate in profession-wide projects within the limitations imposed by their own situations. For example, there was the occasion this year to participate in plans for National Library Week—a challenge to the entire profession to relate the program to all types of libraries. Help in promotion was offered to our staff by the Indiana State Library which cooperated with the State Citizen's Committee and the Steering Committee for the project. When concrete plans were presented, our own management was eager to help us by providing plant-wide bulletin board space for colorful posters; special slogans for use in postage meters for out-going mail; double placards, or "tents," for use on tables in the plant cafeterias; bookmarks and flyers for items circulated both by plant libraries and our public library extension service; and space in employee publications. Thus, through concerted efforts, we were able to take part in National Library Week at a minimum of cost, time, and effort.

This discussion indicates the essentiality of good will as an asset of special libraries in their relations with publics—as many publics as there are distinct combinations of people with whom libraries communicate—either directly or indirectly. Since emphasis has been placed on the need for such activities rather than on the how of their execution, a classified list of media and techniques is appended. Regardless of methodology it would be difficult to convince a special librarian that there is any substitute for effective communications, excellent service, correct information, and unusual initiative in building a sound public relations program; nor would many admit that there is anything particularly new in the field. If indeed there is, it is the recognition that special librarians are becoming increasingly aware of their responsibilities to the profession as a whole; they are experimenting with development of personal qualitative standards

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for librarians; urging improvement in library education, and cooperating in recruitment on a nation wide basis—all strong elements in good public relations.

Checklist of Media and Techniques for Public Relations Activities
in Special Libraries

- I. Numerous media exist, in addition to the usual communications in person, by telephone, and in memoranda, which can be used effectively such as:

- Weekly library bulletins
- Feature articles in house organs
- Use of plant-wide bulletin boards
- Moving pictures of library operations
- Tours of library for all new employees
- Bookmarks to announce new materials
- Effective brochure introducing the library
- Library corner or column in company newspaper
- Attractive formats for bibliographical compilations
- Pictorial posters showing information center in action
- "Reading as a Hobby" exhibit at annual hobby shows
- Information section in handbook for new company employees
- Explanation of library service in organization procedure manual

II. Some techniques are:

a. *With clientele who depend on the library*

- Attention to specific interests
- Bibliographies on any subject
- Assistance with editorial problems
- Display of company news releases
- Cheerful consideration of criticisms
- Careful consideration of recommendations
- "Extra touch" such as a comfortable chair
- Aid in acquisition of personal library items
- Suggestions for binding of personal periodicals
- Presentation of library service at a research seminar
- Duplicating and/or copying machines available in library
- Suggest classification schemes for personal information files
- Reproduction of tables of contents of important current journals

b. *With management*

- Material for talks
- Daily intelligence digest
- Indexing company publications
- Annual reports summarized to one page
- Provision for employee's recreational reading
- Participation in company's educational program
- Preservation and organization of company archives

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- Advice in classification of personal book collections
- Cooperation in the plant-wide public relations program
- Good working relationships with library committee members

c. With the library staff

- In-service training
- Staff manual kept up-to-date
- Cooperation with management
- Handle exhibits as staff projects
- Communicate effectively and clearly
- Invite ideas for library bulletin boards
- Staff participation in employee activities
- Staff meetings in which members participate
- Encourage additional educational preparation
- Bulletin board for exclusive use of library staff
- Suggest contributions for professional periodicals
- Man the station library maintained by local public library

III. Media and techniques useful outside the organization are:

a. With professional colleagues

- Exchange of duplicate material
- Attendance at professional meetings
- Adherence to rules of other libraries
- Visits to library facilities in the area
- Cooperation with professional projects
- Participation in National Library Week
- Report help gained through interlibrary loan
- Arrange for professional meeting in company library
- Consultation regarding library development in the area

b. With potential library employees

- Library summer work-study program
- Vocational talks to high school groups
- Acquaint library schools in the area with library
- Illustration of library in company's recruiting folder
- Annual open house for students interested in library work
- Keep colleges informed of successful careers of their graduates

In using this checklist it should be kept in mind (1) there are several overlapping items in the above categories; (2) not every library will find it practicable or even desirable to consider all of them; and (3) many of the suggestions may already be incorporated not only in programs of special libraries but in those of other types as well—school, college, and public.

A fuller discussion of this subject will be found in the author's Chapter XII of *Technical Libraries, Their Organization and Management* (ed. by L. Jackson, New York, Special Libraries Association, 1951) now undergoing revision.

Public Relations of State and
Federal Libraries

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THERE IS SOME INCONSISTENCY, real or apparent, between the reports of surveys of citizen opinion that show that people like the library as an institution, whether they use it or not, and the rather widely held conviction among librarians themselves that they are among the world's poorest publicists. Libraries undoubtedly share in the traditional respect people generally give to symbols of culture, and their own public relations and service programs cannot be said to be alone responsible for this favorable attitude. Also, while library publicity is admittedly often of poor quality, we are coming to recognize that it is only one aspect of public relations. In the light of this recognition, and the fact that poor publicity is often worse than none, it is perhaps just as well that library publicity has generally up to the present been low in quantity. This is not to say that good publicity is not needed for all types of libraries, state and federal libraries included. However, public relations cannot be promoted by publicity alone, or, indeed, by all kinds of popular pamphlets. It remains primarily a matter of regular, face-to-face relationships with those persons who are in strategic positions to be of aid to the library and to promote its services.

Both publicity and public relations programs have been generally associated with extroverted personalities. Alice Bryan recorded for the Public Library Inquiry in 1952 that while personality inventories showed most measured qualities of public librarians to be near the general norms for many people in similar academic and white collar service occupations, their median scores were somewhat below established norms for persons with comparable general education with regard to aggressive leadership and self-confidence. This is in terms of averages, not uniformities, and all who understand the operations

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of libraries know that the range of activities in a good library system has in it room for the range of personalities one would expect to find in an institution that deals with literary, scientific, and artistic materials and with people interested in such materials.

If Miss Bryan's profile of public librarians is accurate for librarians generally, it is probably true that they are not attracted to nor are they naturally adapted to public relations activities of the kinds which they may believe to be engaged in by the "socially undesirable characters" mentioned by C. D. MacDougall in the first chapter of this issue. There is need for recognition that the good and competent performance of many professional and other library tasks by library workers who are less extroverted—more introverted people, in other words—is in itself the soundest possible base for excellent library public relations.

The need is also acute for librarians at administrative levels to understand, accept, and act upon the fact that public relations is an important and inescapable function of library management. In short, the objectives of all libraries, local, state, and federal, require that certain library posts be filled by people having highly developed management skills including that of public relations.

For librarians to accept this more fully, and to overcome any natural distaste for public relations activities, it may be useful to emphasize MacDougall's implication, page 240, that much of the adverse criticism regarding public relations really pertains to certain increasingly discredited activities of the business and political system of which public relations and publicity have been a part, rather than to the tool itself. This does not in any way condone certain of the practices for which, according to ethical and religious concepts, some aspects of the economic and political system and the promotion that has helped these practices to flourish are properly condemned. For libraries, too, and the materials they contain, can be made to serve undesirable ends.

In discussing the assumptions with which the Public Library Inquiry began its nationwide survey, R. D. Leigh states in *The Public Library in the United States*, "If we had been living and working within a totalitarian or feudal society, some of our assumptions would have been different. We were not oblivious to the fact that the public library is in no sense a peculiarly democratic instrument. Indeed, our survey of recent public library developments throughout the world indicated that fascist and communist countries have been most active in promoting public library growth within their borders. But their

libraries do not operate under assumptions such as have guided library developments in democratic countries."

Even before Miss Bryan's profile of public librarians, librarians have long seemed rather firmly convinced that they lack the basic qualities regarded as necessary for carrying on public relations programs. There is much public apathy toward libraries that leads to the belief that this is true. Yet, leading career advisers and public relations specialists state that the three essential requirements for a successful career in public relations are: knowledge of the humanities, of patterns of human behavior, and of the techniques of communication. Most professional librarians majored for their undergraduate degrees in subjects included in the humanities. Thus, the basic formal education of many librarians has provided at least one and sometimes more of the three prerequisites. Librarians live each day amid the books that tell what is known and being discovered about patterns of human behavior, and about techniques of communication. Books in the humanities are also easily available.

Much of what will be said here is meant to apply in general both to state and federal libraries, but with considerably more emphasis to state libraries because of the writer's greater familiarity with them.

State and federal libraries are public libraries; in fact, state libraries are, where most fully developed, and in all cases should be, the axis of the public library systems that surround them. Yet, the most fully developed of them supplement the public and other local libraries they serve with such a broad range of the more technical, unusual, and specialized materials, information, and services that these state and federal libraries more nearly resemble large university or large special research libraries, except that they have more diversified clientele. They serve more numerous and more different kinds of "publics" than any other type of library. Thus, their public relations are inherently more complex.

State and federal libraries serve their purposes most effectively when their relations are good with (1) the general public, (2) the state or federal government generally, but particularly including the members and staffs of Congress or the state legislature, budget and finance departments, and, in the case of departmental libraries, the special departments of which the libraries are part, (3) local libraries, particularly but not exclusively the public libraries throughout the states, (4) state and national library associations, (5) local officials and organizations of local officials, (6) other state and federally supported

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libraries, (7) organizations of state or federal employees, and groups whose memberships are often made up largely of state, local, and federal government officials and employees, such as local chapters of management and public administration societies, (8) civic, professional, scientific, and business organizations, (9) communications organizations, press, radio, and television.

As examples of the above, Foster Mohrhardt, director, U.S. Department of Agriculture Library, has pointed out that good relations with the American Medical Association are important for the National Library of Medicine, and they are equally important for the Veterans Administration Library. The Department of Agriculture Library must have good relations with associations of land grant college workers, agriculturists, biologists, and chemists. The Department of the Interior Library must have good relations with petroleum groups and geologists.

One basic difference between state and federal libraries is that in many states the state library encompasses many of the subject reference and research responsibilities which at the national level are performed by individual subject or departmental libraries.

Not only the chief state and federal librarians but the field and consultant staff members are the centers of any real public relations programs. There is no escaping the fact that public relations are likely to occupy a great deal of time and effort in after-office hours of the chief officers of any library. This means going to many meetings and having many personal contacts and professional conferences.

State and federal libraries have, as do other libraries, many individual patrons, but because they serve such wide areas and large numbers of people, it may be said that major targets of their public relations necessarily are groups, in and outside of government, and in and outside of the library profession. This in no way minimizes the importance of their relations with individuals.

Federal libraries have relations with groups which, in addition to the federal government and its particular branches the libraries are charged to serve, are the counterparts of the publics of state libraries. Several of the federal libraries have even more complex group relationships, which reach out not only to libraries and other groups and individuals throughout the United States but to the libraries and cultural, educational, and scientific development of other countries. The Library of Congress, together with the National Library of Medicine and the United States Department of Agriculture Library, consti-

tute what may be called our national libraries. The National Library of Medicine acts as the world's repository of medical information and historically serves not only this country but the world. The same is true of the U.S. Department of Agriculture Library. The publications of these libraries, particularly the indexes and abstracts provided by them, indicate their international responsibilities.

Military libraries form another important and widespread category of federal libraries. The writer is indebted to W. B. Coon, Sixth U.S. Army librarian, Presidio of San Francisco, for comments regarding the public relations programs of military libraries. Coon's own library, the Sixth U.S. Army Reference Library, serves as a headquarters reference resource and a reference materials supply center for all libraries in the command, somewhat as state libraries supplement the resources of local public libraries.

Military libraries fall into three general categories: the academic specialized libraries at the major service schools such as the National War College and the Infantry School; numerous technical libraries such as the medical libraries in major hospitals and legal libraries at many posts; and, finally, the general libraries, comparable to public libraries, at all military installations. These latter may include branches, bookmobiles, and other extension outlets. The academic libraries are similar to civilian college or university libraries, and the technical libraries are similar to special libraries. Their public relations programs appear to be somewhat similar to those of their civilian counterparts.

In the military hierarchy, general libraries usually come under Special Services, or similar organizational elements such as Morale Services or Personnel Services. They have organizational equality with other activities serving the voluntary user, but they provide not only for off-duty needs of military personnel but for their job-connected needs as well. Public relations has been of much concern in these libraries. Although there is no regulation in the Army, for example, that prescribes library public relations, it is significant that over 10 per cent of the instructional portion of the Army's official Library Operational Guide is devoted to public relations and publicity. Publicity is regarded as essential for military general libraries for many reasons including the rapid rate of turn-over of military personnel at any given post, a turn-over completely unlike anything most other kinds of libraries experience. Thus, public relations and publicity are not regarded as extras but rather as part of the over-all library

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operation, and time is budgeted for them just as for materials selection.

Although there are no military librarians with the sole duty of public relations work, nearly all staff members participate knowingly and on scheduled time in publicity and public relations activities. Evidence of the quality of their efforts is seen in the several awards won by military libraries in the annual John Cotton Dana Library Publicity Awards Contests. The Army has for five years sponsored an annual library publicity contest of its own, which has helped to make publicity a normal activity in Army libraries. Military libraries participated actively in the recent observance of National Library Week.

Military libraries overseas have done a good job in bringing understanding and information both to military personnel and foreign nationals. This has been done despite the fact that the mission of these libraries, unlike that of United States Information Service libraries, does not specifically include dealing with foreign nationals. These military libraries have sponsored lecture programs, travel films, tours, children's programs which included representatives from the local civilian communities, and open houses to which the civilian community was invited.

Perhaps a major contribution of military libraries to library public relations in general has been their emphasis on making libraries inviting and friendly, normal places. They pioneered in dispelling the old, forbidding "hush-hush" atmosphere that kept many people out of libraries. Normal conversation and smoking are accepted as matters of fact in military libraries. These libraries have also probably played an important part in breaking down the fiction that librarians are severe and slightly sour spinsters with aversion to any sound louder than a whisper. Millions of men in uniform have seen attractive young librarians positively identified by their distinctive blue uniforms with library service patches. The ultimate effect of this kind of public relations is difficult to estimate.

United States Information Service libraries in overseas locations comprise another major segment of federal libraries. As would be inevitable in any program so closely connected with United States foreign policy, opinion regarding the U.S.I.S. libraries varies both at home and abroad. Also, like other systems of libraries, some are stronger than others. To all who believe in the power of accurate information to improve understanding between peoples and nations of the world, and in view of the need for such understanding, these li-

braries perform an essential service. That their missions may at certain times, in certain places, and to certain people, seem to be that of biased propaganda, is probably inescapable in the complexities and stresses of international relations. Perhaps it can be taken as a sort of tribute to the belief of people in the power of books and ideas that these libraries have occasionally been attacked and destroyed, unfortunate as these occurrences have been.

In November 1952, the *New York Times* reported on a survey of American informational activities abroad by twenty-four foreign correspondents covering forty-four nations. They were critical of most media, including the Voice of America, but hardly an ill word was uttered about any of the U.S.I.S. libraries. Numerous reports since that date stress that next to exchanges of persons between nations, overseas libraries are the strongest part of any information program. These libraries combine the services given by public and special libraries in America. Around their basic reference collections is built a series of collections on the thinking and experience of America in fields of particular importance to the host country. Their special adaptation of library collections to user need, plus the high quality of carefully selected librarians, has made these libraries good cultural ambassadors for the United States.

Our overseas libraries have provided in many countries what may be the only examples the people there have seen of libraries designed for general, free, public use, with easy access to publications, and the friendly assistance of informed librarians. Although criticized by some investigators, the inclusion in the collections of materials critical of the United States greatly enhances acceptance of the whole United States information program, and serves to convince the people of the host country that the libraries are not there for propaganda purposes. Their very neutrality lends them authority.

American information librarians often work on committees of local librarians abroad and thus make further contributions to library development in other countries. It has been in many countries a revolutionary thing to see our libraries with open shelves and lending books without charge. Most public libraries in Germany, for instance, have charged a few pfennigs (one pfennig is about $\frac{1}{4}$ cent in U.S. currency) for each book loaned. Some shelf books by size in closed stacks to make the maximum possible use of every foot of scarce space. In some cases, the German librarians have felt that the American libraries are setting an impossibly high standard which German li-

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libraries cannot reach, causing German libraries to be compared unfavorably by the German public.

Comprehensive state libraries are probably more deeply embedded into the governmental structures of which they are integral parts, both with respect to controls and services, than other public libraries. In this respect, also, they resemble university, college, and school libraries in being integrated into the structure of their parent organizations. On the other hand, some state and federal government departmental libraries, as contrasted to central state libraries and the Library of Congress and a few other federal and state-supported libraries, often lack needed integration into the total department structure. They are at times appendages for which the department has real need but they are lost in the complexities of the organization and cannot function well because they do not have proper planning or supervision.

It is often difficult for the distant users of state and federal libraries to make their needs known directly to those who have authority for budget and policy approval. This is particularly true of libraries which serve whole states or regions composed of groups of states. Budget and policy approval rests with professional governmental administrators who are remote from the libraries and individuals who depend upon the state and federal libraries for library materials and services for which these libraries are their chief or only source. Thus, often the librarian alone, in the absence of any effective way for library users to make their needs known, proposes and defends the budget and program of the library. For example, one large state library is still provided with a book budget that permits purchasing only one copy of any book, a policy established when the state's population was less than one million people, although the population of the state has grown to over fourteen million. This is largely due to the lack of any established means by which the supplementary book needs of the libraries of the state and the individual users can be expressed directly by the users to those with budget authority at the time decisions are being made about budget and policy.

The officials and employees of the state and federal governments form a large, important, and diversified segment, but only a segment, of the clientele of each. State and federal governments are becoming increasingly complex, and their influence on the lives of every man, woman, and child in the states and nation is great. The need of government personnel for reliable and comprehensive information is unlimited, and the provision or lack of such information is far-reaching

in effect. Those needs as well as the needs of libraries and individual users at points distant from the seat of government would be better served by some means of direct expression to budget and legislative authorities, in addition to the government librarians' requests.

There are often state and federal departmental libraries on specialized subjects, but despite their existence, the central state libraries and the Library of Congress carry chief responsibilities for services to state and federal governments taken as a whole. The U.S. Department of Agriculture Library has special responsibilities for all of the land grant institutions in addition to its department-wide services. Some federal libraries have regional branches as do some state libraries but federal libraries have no direct administrative controls over state or local libraries other than their branches, just as no state library has administrative control over any local library.

The better the working relationships, that is, the greater and easier the flow of needed informational materials between federal, state, and local libraries of all types, the better the library needs of all the people can be met. These are partnership relations, and are most productive when completely free of any tinge of paternalism and of fears of controls being exercised by one level over another. Since there is no means for the libraries at either federal or state level to compel any action, both state and local libraries have all to gain and nothing to lose from the fullest possible participation in the library system. Such participation makes the total library service of the country at the same time more complete, effective, and economical.

Libraries at all levels have a long way to go before this productive participation in a nationwide library system is fully realized. Thus, none of the libraries is realizing the greatest possible benefit from a complete use of public relations possibilities. This kind of working relationship has nothing to do with direct administrative control, even where state and federal financial grants may be involved. If any library at any level chooses not to participate, it may refrain from doing so, even at the cost of the quality of its service.

Recognition of mutual interdependence, and freedom from fear of the level above is usually greater the larger and stronger the individual local or state library. Some of this feeling of security from possible encroachments of control from above, on the part of larger, stronger libraries, may stem from the fact that many state libraries have been so undernourished financially that their staff members and services have not been accorded much respect from the best local

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libraries. ("Miss So-and-So does the best she can with what she has, but she has never had anything with which to work.") The Library Services Act is helping to strengthen state libraries, and in such ways that local libraries, both large and small, can see the values to them of having working partnership relations with state libraries. This is because the strengthened state libraries are at the same time strengthening local libraries through programs under the Library Services Act, helping libraries to help themselves toward modern minimum library standards.

It is probably inescapable, natural, and even wholesome, salutary, and in the American democratic tradition that smaller libraries guard their independence rather jealously, even though there is no imaginable means by which their independence could be violated against their will. When that independence takes the form of strong local pride, and includes the exercise of strong initiative for maximum local library effort, the local library can reach higher effectiveness and gain in the feeling of security against encroachment from "outside." More libraries are realizing that not even the largest libraries in the country can hold in their own collections all the materials that will ever be needed by their users, and that all need to call upon the resources of other libraries, in order to meet the needs of all readers.

On the other hand, when independence is defensively asserted, and is not accompanied by sound efforts to maintain a good standard of local service, the local library users and taxpayers are the losers. The needless assertion and misdirected energies could better be channeled into improvement of the local library.

The relations of state to local libraries are sometimes impaired by the perhaps unconscious transfer of fears and resentments felt by small businesses against big business as represented by chain stores, large corporations, and the taxing and regulatory powers of state and federal government. Similar fears are said to exist among local school authorities with relation to state and federal school agencies. It is difficult to make clear that library service, voluntarily sought, and library materials presenting all points of view and advocating none, selected by library users from a cooperative system of libraries, differ greatly from the economic competition between large and small business, the taxing and regulatory powers of governments, and the system of compulsory public education. With reference to the latter, libraries at all levels sometimes suffer from being categorized with schools as educational agencies. While libraries have lifelong educational ob-

jectives, their form, functions, and methods are entirely different from those of the more formal, compulsory public school system with its necessary emphasis on classroom instruction lasting usually just through the period of human adolescence.

It would be surprising considering the traditional and ingrained wariness with which different levels of government in the United States view especially the level above, if the Library of Congress did not "lean over" to allay the fears of other government libraries that they may be "swallowed" or overshadowed. Although there are no fears on the part of state libraries, of which the writer is aware, that federal libraries will "swallow" them or usurp their functions, there is an absence of as close working relationships between federal and state libraries as could be developed with profit to both. The creation within the American Library Association, in its recent reorganization, of the new division, the American Association of State Libraries, provides a vehicle through which state and federal libraries can begin working more closely together. It would seem only natural that state libraries would have to take the initiative in seeking this closer relation, since the higher governmental level is usually acutely self-conscious that initiative on its part is often interpreted as aggressiveness meant to do some kind of usually undefined harm to the level below.

The responsibilities assigned to the Library Services Branch, U.S. Office of Education, Department of Health, Education and Welfare, by the 1956 Library Services Act have required some expansion of the Branch to enable it to work on specific library extension programs with state library agencies. The public library extension agency of each state qualifying for federal grants receives assistance in the development and application of plans and programs that are financed by such grants. Public relations with state libraries and the library profession as a whole are a concern of the Library Services Branch. Two recent evidences of this concern are the appointment of the Advisory Committee on the Library Services program, and co-sponsorship with the American Association of State Libraries of the Institute on State Plans under the Library Services Act on January 27, 1958.

There is one area in all government libraries where public relations could be considerably improved. This is in the relationship between federal libraries and the libraries of states, counties, and municipalities. The national libraries are said to feel that they must usually

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give an answer to any request from a taxpayer anywhere in the country. For example, if someone writes to the U.S. Department of Agriculture Library and wants to know the names of farm organizations in California, that Library would probably supply the individual with names of organizations. Although this is a highly desirable kind of service from the standpoint of the individual, it does bypass the local or state library in the state or locality from which the inquiry comes. If national libraries referred requests that can be handled by state or local libraries directly to those libraries it would enable them to establish continuing relationships with the individual who needs service. This practice is followed by the California State Library and several other state libraries when requests come directly to them from individuals in communities with library service. Thus, most lending outside the seat of government is done through local libraries. People living in communities without library service may, of course, receive direct service upon application to the state library. This direct service in no way substitutes for good local library service.

State libraries often have to carry water on both shoulders in relations with local libraries some of which feel that state libraries do not do enough to help them, and others which fear that the state may do too much. Even the strongest and best-supported state libraries cannot and should not do for local libraries the things which they are able to do for themselves. It is enough for state and federal libraries to perform to the fullest those services which they alone can best perform. It is not always easy to identify the things which will be done better on a permanent basis by the local library than if attempted by the state library. In general, state library services other than supplementary book and reference services, should be those of an in-service training nature, advisory and consultant work, demonstrations and experiments, and management and organization studies which will result in strengthened local services and more capable local personnel.

It will not be possible for state libraries to escape all misunderstandings and misinterpretations of motives, either for declining to give services, the local need for which will recur again and again, unless local personnel can be trained or obtained to keep them up, such as weeding, cataloging or recataloging of book collections, nor for seeming to promote and push programs that would enable localities to give better services in the future, primarily by their own efforts. The latter type of program and promotion, although needed in all

states, will almost surely subject the state library to occasional charges of empire-building.

Only one report was found of a recent professional survey of the public relations practices of a state library agency, the West Virginia Library Commission, with recommendations for specific steps toward improvement. Five state libraries, those of Nevada, New Hampshire, Michigan, Mississippi, and Oregon, are reported to be using a small portion of federal funds received from Library Services Act appropriations for public relations. Many state and federal agencies are unable to employ public relations officers unless specifically authorized by their legislatures to do so.

Both state and federal libraries depend upon the quality of their services, the federal to the state and local libraries, the state to local libraries, for acceptable and effective working relationships. Therefore, the relations between federal, state, and local libraries rest, as they properly should, on cooperation and on leadership by consent.

These are some typical activities of state libraries which, because they render valued assistance, result in improved public relations for libraries generally, although not always for the state library itself, if they are well done and done in cooperation with others: planning for adequate library service for all residents of a state, including assistance in organizing and extending local library service; supplementary book, periodical, and film service; expert consultant, advisory, and survey services; institutes and workshops for local library personnel; development and establishment of library standards; administration of certification systems; administration of state and federal grants-in-aid; library demonstration and experimental programs; collection, compilation, and publication of statistics.

State libraries will do well to keep constantly in mind that although leadership and the highest possible quality of services to local libraries are essential, statewide library programs depend primarily for their force, vitality, and widest implementation on the strength, initiative, persistence, and professional awareness of state library associations, including associations of library trustees and friends of libraries. In fact, some of the best accomplishments of state libraries come about when others—individuals or groups—such as a long-range planning committee of a state library association, a legislative committee or legislative body, a governor, a trustees' group, after long consideration and study take up a course of action or an idea that may have originated with the state library, carry it through, receive all the credit,

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and the state library's part is forgotten. Although everyone and every institution enjoys receiving credit, much good can be accomplished for libraries and their public relations if no one cares especially who gets the credit.

Professional Associations' Role in
Public Relations

KATHARINE L. KINDER

"PROMOTE, ENCOURAGE, AND FOSTER" are words often used in expressing library association objectives. Intrinsically, these are public relations-minded concepts. When they are interpreted in terms of "good will" toward libraries, the association is assigned a definite responsibility for an "active" public relations role. This responsibility is even properly placed in the organization. Public relations, because of its indefinable limits, is regarded as a management function. In an association the officers, committees, and headquarters staff are the "management." So, by simply assuming that a library association is born public relations-conscious and has put the job in appropriate hands, the scope and direction of the public relations effort may be explored.

With even minimum study, the complexity of the scope becomes apparent. One is forced to recognize quite quickly that public relations cannot be isolated but is an integral part of the association's total operation. A wide range of existing and proposed activities will require attention. These extend from a large-scale promotion program, through an infinite number of publicity projects, to the intangible of an attitude. In limiting such a sweeping area to a practicable plan, the association "management" becomes judge, prophet, and opportunist. There are obligations to establish priorities on immediate needs, to determine the long-term aims, and to remain alert for each new opportunity which may arise.

Association public relations will stem in two directions just as it does in a business organization. One communications program is planned for the public; and another, as the case may be, is planned for members or employees. Assuredly, the two may often be very

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similar but quite distinct interests are served for the basic objectives are a library-minded public and a happily rewarded, public-relations-minded profession. Such objectives also demand an integrated communications pattern. The public and the librarian must understand each other to engender the coveted results of "good" public relations and mutual satisfaction.

The association only begins to fulfill its management function by developing a public relations plan. Organization, operation, and evaluation are further essential management processes. All demand serious attention if the association wishes to be aggressive rather than optimistically hopeful in carrying out its responsibility as spokesman for libraries and librarianship.

Organizing and operating the public relations program requires that sufficient money, expert advice, and suitable materials are provided. These factors have a particular importance, for many times the public relations plan will operate through member librarians everywhere who make up the communications network. To do the job well, they must be adequately equipped. In a sense, this is like furnishing a salesman with enough samples and making certain that his training includes the knowledge he will require to present his product and to answer the questions about it. Member librarians deserve no less.

Every plan, once it is in operation, is subject to evaluation. Here, the public relations program may present problems because measurement is bound to be difficult. Costs and benefits will not always adapt themselves to a neat, orderly pattern for tabulation. This circumstance should be less perplexing to those who attempt to calculate the value of library service than to many others for both are filled with intangibles which resist a dollar and cents interpretation. By the same token, anyone in the library field should have developed the ability to astutely sense the probable benefits. If the evidence and the "best guess" about the public relations program indicate that it has fallen short in bringing about the desired result, there is fair warning to find out why this program is not hitting home, revise the sights and develop a new plan to remedy the weaknesses.

Some of the generalizations are in order before discussing the specifics involved in the association role. The public relations program cannot be a one-time or even a sometime thing. Sporadic campaigns, no matter how energetic, with little support during the intervening periods, do not suffice. To be successful public relations is continuous and is part and parcel of every day's activity. The results of attention

given to it may not be readily apparent but neglect may be dishearteningly conspicuous.

Since the librarians themselves are ultimately responsible for building the reputation of libraries and librarianship, what the association does for them becomes a foremost consideration. In essence, this amounts to assisting the individual librarian to present his "best front" from the public relations point of view. A suggested minimum plan for internal communication is one which offers both training and good logistic support. It is an educational program and a publications program.

The public relations educational program is conducted mainly through the media of the profession's journals, meetings, and technical manuals. It is designed to cultivate a wider appreciation of the meaning and value of public relations and to extend the knowledge of public relations' techniques and applications. For the practical mind and the "too busy" librarian more than theory must be provided. The report of a successful publicity venture in one library stimulates interest on the part of another. The straightforward suggestion on how-to-do-it may be given a trial. The value of group meetings and discussion groups should not be overlooked since speeches and demonstrations are sometimes far more effective than written words. Librarians have long been proponents of the importance of manuals or handbooks and a few on subjects akin to public relations may prove worth-while. A consultation and advisory service, on whatever scale it can be established, should find customers. And finally, the association in its relationships with members must provide the best possible public relations example.

The publications program offers a thoughtfully developed and expertly prepared group of promotional pieces which by virtue of association sponsorship are accorded due authority. These are the material aids which the individual librarian needs to do his part of the over-all public relations job but cannot provide for himself. Their form, message, and use are matters for consideration by the best talent the association can obtain. Posters, pamphlets, films, general press releases, and certain types of exhibits all fall within this category. They are the tools for recruitment campaigns, the take-home reminders of a speech, and the adopted views of the profession on legislative matters.

It is granted that the services to members which have been mentioned are not new. The associations have worked along such lines for a long time. It is also granted that public relations is just a part

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of the association's job and deserves only its rightful place in the total picture. But, a more diligently pursued internal program is needed until doubt and hesitancy about sound promotion disappear, until the individual recognizes that he must do something himself to achieve truly "good" public relations and until the whole idea of creative library public relations becomes a thoroughly natural development.

Even though top billing is given to those phases of the public relations plan which operate through the membership, association responsibility for direct action is neither minimized nor lessened. Special public relations programs, press coverage on professional developments, and routine publicity are equally important aspects of the total program.

The usual publicity based on conferences, conventions, and group meetings may be too "old hat" for mention but prompts a thought about good press relations. Actually, this is nothing more than a reminder to find the time needed for interviews and to offer it graciously. Cooperation and a friendly attitude are the little things that count. They add up to the "even break" that everybody wants.

Since much conference publicity is focused on individuals, it brings to mind the news possibilities which are provided by numerous professional, or otherwise noteworthy accomplishments of members. These may reach the "press" through personal initiative or through an employer. If not, the association can fill the breach. There is a haunting thought that if more people knew more about librarians as personalities, as scholars, and as citizens the profession would hit a ten-strike.

It is just plain good business to take advantage of the public relations value of every association activity. The important thing is to develop a good watch-dog technique and not allow any public relations potential to escape notice. General association matters, committee or group projects, and headquarters services make up a fairly wide area for surveillance but alertness should pay off well in terms of news releases and feature articles.

Association policies and professional developments which affect the betterment of society deserve to be made known generally. They point up the place of libraries and librarians in the world and record the attempts to forward its progress. Association concern about international affairs, education, and professional standards are basic examples.

Committee and group activities provide the subject material for a continuing publicity program. Happenings are reported as they occur throughout the year and fill in the spaces between the "big" events. Any association publication, unless it is completely library-centered, has a reader somewhere outside the profession. The announcement of an institute on library buildings holds attraction for an architect. A salary study interests any number of non-library groups. Special services designed for schools, city government officials, or industrial organizations are used only by those who are aware of their existence. An award established for or received by a librarian adds prestige. A scholarship gains popularity when the recipient's name is familiar. Such a list could go on almost indefinitely.

Headquarters operations and services which involve relationships with the public lend a stout hand in creating a favorable view of the profession. The value of vigilantly maintained public relations at this location cannot be over-estimated for headquarters is the association's permanent representative and continuing force. It enjoys something of an impartial position through being part but not of the profession and conceivably, by virtue of this status, speaks more freely and is heard with lesser charge of prejudice. The executive secretary, the placement officer, the public relations director, and others contribute in an infinite degree to the reputation of both the association and the profession.

This is a bit like leaving the icing on the cake until last. Some of the very "best" public relations come about through cooperation with non-library groups. No matter whether these lead to events which are large or small, each will testify to the fact that the association's own public relations is "good." Effectively combining the librarians' interests with those of another profession or successfully enlisting the support of a non-library group must mean that an adequate job has been done in telling the library side of the "story."

Joint professional endeavors are a definite gain from the public relations point of view. Two or more voices are raised instead of one and the impact on public opinion increases proportionately. Such joint efforts are beneficial in other ways; through them common interests are identified, mutual regard is acknowledged, and notions of professional isolation disappear. Meetings, campaigns, or just simply working together will add "friends" to the roster. No chance of participating in a worthy effort with another professional group should

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be dismissed lightly for by this means the professions begin to speak for each other.

Support of the library "cause" by civic, business, and philanthropic groups is another distinct area to be cultivated. The very recent past has seen some outstanding examples of what can be accomplished. Librarianship was included in the New York Life Insurance Company's series of advertisements on careers. Its wide magazine coverage and the availability of reprints for extensive distribution informed many people of the need for librarians and the advantages of library work. National Library Week, conducted under the sponsorship of the National Book Committee in cooperation with the American Library Association, was the first nation wide campaign on the behalf of reading and libraries. Through the media of print, radio, and television both a reading and listening public was contacted. "Operation Library," a project of the Junior Chamber of Commerce has spread from a state to an international program of gaining support for individual libraries. Achieving the financial and active aid of non-library groups, as represented in these instances, is a challenge to the library association and a true indication of its public relations ability and instinct.

The whole program of internal and external communication outlined in this article is a fairly large order. How much of a public relations package each association buys will depend upon its needs and ambitions in this direction. But, if widespread understanding and popularity of libraries is to materialize in the foreseeable future, an all-out library promotion plan is specified. The water will need to be tested with more than just one toe.

Public Relations Beginnings in Britain

JOHN WAKEMAN

"PUBLIC RELATIONS IN BRITISH LIBRARIES (like the British law code) is largely instinctive and hardly visible." It seems appropriate to begin with a quotation, an article in which so much of the thinking is borrowed from other people. The initial comment is from a letter by R. J. Collison, librarian of the British Broadcasting Company; the article as a whole stands on a framework of facts (but not necessarily opinions) taken from L. R. McColvin's *The Chance to Read*.¹ For the rest, there will be some acknowledgments in the text and others remembered though not mentioned, excepting Eric Moon, now librarian of Newfoundland, who has helped with this article in more ways than self-esteem will permit remembering.

Great Britain would fit comfortably—or at least, easily—into the state of Oregon. The territory is small, the population relatively homogenous, and the tendency to read well-established in a country which publishes close to twenty thousand titles a year. These circumstances do much to explain the principal sources of pride in the British public library service—for example, the completeness of coverage. Some kind of public library service reaches everyone in Great Britain, except the 30,000 people who live in a Welsh town called Mountain Ash and enjoy a peculiarly Welsh kind of anachronism called a miner's institute.

The total circulation of books from all British public libraries in a given year is roughly the same as in the United States, with less than a third of America's population. Moreover, the circulation of the average city library in England has risen by about a quarter since 1939, and the over-all increase is 56 per cent; in American cities, the increase over the same nine years has been about 5 per cent.

It would be foolish and invidious to suggest that the happier aspects of British librarianship are the products solely of territorial and social conditions, but certainly they have been achieved less painfully than Mr. Wakeman is Assistant Director of Public Relations, Brooklyn Public Library.

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they will be in America. This is particularly true of the national interloan scheme. Through the use of union catalogs in regional bureaus, the National Central Library, and the fast-growing National Lending Library for Science and Technology, something like half a million books a year are mailed from libraries that have them to libraries that need them for individual readers. Almost all public and many non-public libraries cooperate in this scheme, making their book collections available to people all over the country and even overseas. This will come in America; it has already been proposed,² but it cannot come easily.

All public libraries in England are supported by local taxation. They are administered by committees appointed from their own number by local government authorities. The local government authority is the town or county council, which is an elected body. There is at the time of writing (March 1958) no intervention and no financial aid from the national government. However, the minister of education has appointed a committee to study the service and some kind of national government support is a possible but unlikely outcome.

To American librarians, the majority of whom work inside the same kind of administrative structure, and who in general realize that the value and indeed, the existence of a library depends on public interest and support, it must seem criminally wrong that in England public relations is "hardly visible." It is, but there are extenuating circumstances.

The British have been called reserved, phlegmatic, shy, and much else more frankly disagreeable. They are people like any other and generalizations fit them no more comfortably. It is a fact however that individualism dies hard in England, and the British for this reason or through arrogance resent attempts to organize and improve them. This may be a factor in the failure of librarians there to use extensively the techniques of persuasion. If that is so, it is likely to be a temporary factor. Richard Hoggart has charted the spread of mass mediocracy in his gloomy and fascinating book *The Uses of Literacy*.³

A better excuse for the near-invisibility of public relations in British libraries can be found in the combination of elements produced by library staffing patterns and library education. British libraries are hopelessly understaffed. In terms of statistics, each staff member is responsible for the circulation of about twice as many books as his American counterpart. This is particularly obvious at administrative

and professional levels, where totally inadequate staffing budgets have created an artificial surplus of qualified librarians. Over forty applications were received from all over England for the branch librarianship position vacated by this writer. Since clerks and pages are not generally employed, the surplus of qualified librarians is absorbed in work which could be done as successfully by an intelligent horse. Under such pressures, the long-term advantages of a public relations program calculated to ease these conditions are easily overlooked.

Professional education in England does little more to encourage the kind of social awareness that is a prerequisite of the public relations sense. The School of Librarianship at London University provides a postgraduate course similar in intention to the standard American professional education. For the nongraduate majority, the progression is this: bookish children from the kind of high schools dedicated to the humanities, untouched by the world, eyes turned unwaveringly inward, creep chrysaloid into a predicament where people are an inescapable fact. After some months, if they have not given up, they change one night into little librarians. Before their wings are dry, they are persuaded to abandon their evenings to study.

After a year or so, they sit for the Library Association's First Professional Examination, which investigates their potential and acts as a warning. If and when they are successful in this, they are confronted with the Registration Examination. This, together with three years' approved library experience, brings the title Associate of the Library Association and election to the register of qualified librarians.

Study for the Registration Examination may be undertaken as a sort of hobby at evening classes or by correspondence courses, or with luck after only a year's study at one of the nine full-time library schools which have opened since the last war. In all professional examinations the Library Association, not the school, is the examining body.

Seven subjects are studied for the Registration Examination.⁴ One of them is English literary history, or the literature of science or of sociology. All the rest are concerned with techniques: cataloging, classification, administrative processes, library law, reader guidance, and what have you.

The librarian is now, in theory, ready for anything the profession has to offer. In fact, he is likely to be a first assistant or branch librarian, earning between \$1500 and \$2000 a year, and still liable to

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find himself anchored to the circulation desk or shelving books. Next, he may try for the Library Association Fellowship.

The Final or Fellowship Examination is generally required of applicants for senior positions. It covers roughly the same ground as the Registration Examination, but digs deeper.⁵ The subjects involved are bibliography and book selection; library organization and administration; the literature and librarianship of a special subject; and one of a motley collection of possibilities, including work with children, advanced cataloging, and the literature, God save us all, of Wales.

Exhibit work, the production of book lists and bulletins, and being nice to readers are appearing more frequently in various interstices of the syllabus. The full-time library schools go further, transcending the syllabus to preach a sense of professional direction. But at this breaking instant the L.A. examinations are doing little more to expose British librarians to the public relations idea than the *London Times* does to introduce its readers to sex.

The British public library service may be conservatively described as one of the finest in the world; it would be perverse not to acknowledge this but complacent to overlook the fact that it remains seriously inadequate. Having suggested reasons for the retarded emergence of public relations techniques, it is necessary to show that these are sorely needed.

Standards of library service vary in England from the excellent to the appalling. The inadequacy of staffing patterns has already been mentioned, and this is reflected most clearly where relations with the public are the least satisfactory. Buildings are almost universally inadequate, and too many country towns conceal in some forgotten back street a mouldering librarian guarding a mouldering book collection in dubious tribute to Andrew Carnegie. The over-burdened national interloan scheme, described above as a source of pride, offers from another point of view a commentary on the weakness of local provision. The public will never regard a library service as satisfactory until it can provide all but the most esoteric material from stock and immediately; sooner or later librarians will have to acknowledge the justice of these demands.

Where there is poor library service there is either a poor librarian or not enough money. Moreover, poor librarians beget poor budgets and vice versa. Of the 577 independent British library systems, 167 spend less than \$15,000 a year and 45 spend less than \$3,000. A partial

answer is legislation to insure that areas served are big enough to support an adequate public library, and the minister of education's committee is likely to be especially concerned with this possibility.

However, irrespective of the size of the community served, so long as the extent of public library financial support is a matter for local decision, the only final solution is to show that good library service is essential.

It would be unfair to leave the impression that the evangelical necessity has been totally disregarded. It is, as Collison says, "largely instinctive" and "hardly visible" but it is not negligible.

Annual reports, book lists, bulletins, and exhibits are produced which both in quality and proportionate quantity stand comparison with the American output. Generally, in spite of circumstances and horrible examples to the contrary, library staffs are tolerably well-mannered. These are the things which are, or are becoming, "largely instinctive." On the other hand, very little attempt is made to reach people who are not library users, and virtually nothing is done on a national scale to promote public esteem for libraries and librarians.

"There's nothing sensational about sound librarianship—not a thing, indeed, that's newsworthy." This quotation from S. C. Holliday's *The Reader and the Bookish Manner*⁶ is a fair summary of the British librarian's approach to his work. Where a library has progressed past this point, its librarian is ahead of his time. Such men exist, and notably W. Best Harris, librarian of Plymouth.

Plymouth is a city in western England, with a population of about a quarter of a million. For many years, it was chiefly notable for spending less on its library services than any other authority of comparable standing. During the bombing in 1941, its central library and one branch were destroyed. In an address last year to a branch of the L.A.,⁷ Harris described the public relations program he devised to meet this unpromising situation when he went to Plymouth in 1946. This program is revolutionary by British standards, and embodies features which are far from commonplace in America. An example is the great stress placed on public relations work directed at members of the local Council.

In a personal interview with, or letter to, each new City Councillor, the library's facilities are put at his disposal to help in the preparation of speeches. Photographs, slides, and film-strips illustrating the work of all city departments are prepared along with descriptive notes and used extensively by city officials and politicians. Harris makes it his

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business to know personally every member of the Council, and uses the constant publicity which the library receives to attract the most able Councillors onto the Library Committee.

More conventional public relations tactics used in Plymouth include exhibits in local factories and the headquarters of social, professional, and political groups, talks to these groups, and book lists devoted to their special subjects. Conversely, such organizations are encouraged to visit the Central Library for talks on its use. Harris has spoken on the B.B.C. twenty-four times in five years, which must be the British record for that medium, and a western regional television program has been devoted to the work of the library. It is understood that Plymouth's relations with the press have reached a point where local journalists present themselves at the librarian's office for a weekly conference.

Since 1946, Plymouth has built a superb new central library, and its annual expenditure on libraries has risen from \$36,000 to \$240,000. In a letter, Harris says: "I attribute this story of increase entirely to Public Relations."

While it is certain that no other British public library has developed a public relations program along such classic lines or (Liverpool perhaps excepted) with such effect, Plymouth is not alone. Many public libraries are experimenting with some aspects of public relations work, as, for example, in the field of special services to business and industry. Several of the major industrial cities provide such services and the L.A. is organizing a number of cooperative schemes, beginning with one to be based on Newcastle, in which public and nonpublic libraries will offer a joint information service to these special publics. A similar project, CICRIS, is already functioning in West London.

Children form another special public which is, rather remarkably, receiving special attention. In theory, children have for a long time been recognized as "the readers of the future," but they do not pay taxes and in England, seldom bully librarians or threaten Council members. It is possibly for this reason that, with so much to do and so little to do it with, work with children has been neglected by library administrators, and work with teen-agers as such ignored. A common arrangement is for a single qualified but underpaid children's librarian to supervise the central library's junior collection and to guide by remote control the junior assistants placed in charge of branch collections. In general, it has been in spite of administrative disinterest that a tradition has begun to grow of story-hours, children's book weeks,

library visits by and to school classes, and related forms of collaboration with teacher-librarians. Moreover, the children's librarians have come to exert more influence than any other members of the profession on publishers, authors, educators and, through P.T.A.'s and similar groups, society at large.

This achievement can be explained only in terms of the extraordinary devotion of those who work with children, but a contributing factor has been suggested by Joan Butler, organizer of work with young people in Hertfordshire County. Miss Butler points out in a letter that, while there is no shortage of authorities on adult literature, children's librarians are virtually the only people qualified to assess the literary and other merits of juvenile books, a fact which is recognized by the book trade, the press, and the public. The value placed by authors and publishers on the Library Association's Carnegie and Kate Greenaway awards is an obvious example of the book trade's general concern with the professional judgment of children's librarians.

It was noted above that the over-all circulation of British public libraries has increased by 56 per cent since 1939, but by only 26 per cent in city libraries. Before considering nonpublic libraries, some comment should be made on the rural library service, the rapid growth of which explains these statistics. The county libraries which serve the rural areas were not established until 1920. To the usual geographic problems of this kind of library provision was added the historical disadvantage of late development, and until about ten years ago, the county libraries deserved their reputation as poor relations of the municipal systems. Acknowledging exceptions, this is no longer true, and it is an interesting possibility that the growth and vitality of the county libraries can be attributed to a kind of unconscious public relations process. Miss Butler, already quoted on a different theme, says this: "The counties . . . were given few staff and fewer buildings and were told to introduce books into the villages of the country through the schools, church groups, clubs, Women's Institutes and other such organisations with the active help and co-operation of the local people . . . these early planners planned more wisely than they knew or than a later generation is always prepared to give them credit for, for the seed of infinite growth was in that instruction to serve the community through those organisations which were an accepted part of its life or which had been formed by the people themselves."³ "Instinctive" or merely accidental, this blueprint for a library service also describes a public relations process.

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Very little has appeared in print about public relations in non-public libraries. The comments that follow are therefore based for the most part on correspondence with librarians in the nonpublic fields. Nothing emerged more clearly from this correspondence than the inadvisability of generalizations.

The librarian of the Bodleian Library pointed out that his library's academic reputation attracts scholars from all over the world. "The problem is . . . to make sure that its working space is not filled up by those not qualified to use it. . . ." On the other hand, an organization called the Friends of the Bodleian has been in existence for over thirty years, and there are already six hundred members of a more recent group, Bodley's American Friends. The primarily economic value of such bodies, obvious to American librarians, has still not been recognized in British public libraries.

Nor would it be recognized by the librarian of London University's Institute of Education, D. J. Foskett. "The public library . . . has to convince people that its existence is necessary. . . . The situation is different from that in America, where the salesman is the national hero, and, if you have only ideas to sell instead of objects, you sometimes call your salesmen public relations officers . . . the university and special library does not really have to do much to advertise itself, since it is established to provide something that people want." However, Foskett goes on to mention as fairly common practice the routing of fugitive material to its pursuers, the related technique of abstracting, the use of exhibits, and introductory tours of the library.

This last idea is developed in a letter from B. S. Page of the University of Leeds' Brotherton Library. "We invite all new students to come to the library. . . . They hear a talk about the facilities available, they are given a tour of the building, and they take away a leaflet with which they can refresh their memory. . . . Bibliographical seminars are held for postgraduate students in certain fields." Page also refers to the university library's obligations to local professional men and to the world of scholarship generally, and describes the special facilities and publications with which his library attempts to meet these obligations. If, as Page suggests, all these activities are fairly typical of modern university library practice in England, there is little cause for concern. Judging by the correspondence received however, Page is more modest than accurate in this opinion. It seems probable that internal public relations through introductory tours are the only common form, and by no means universal.

Recent developments in British school libraries, as in the county libraries, owe a great deal to studies fostered by the Carnegie United Kingdom Trust, which led in the middle 1930's to the establishment of specialized professional associations and part-time training for teacher-librarians. Fresh impetus was provided in the 1944 Education Act, and, by 1950, the Ministry of Education recognized that "The library should be the centre of the intellectual life of the school, available at all times for reference, for study and for private reading."⁹

Private institutions excepted, schools and their libraries are provided by county authorities rather than by individual municipalities. The libraries are generally supervised by teachers, but in some cases by professional librarians. School and public librarians obviously have much to offer each other, and it is in the development of cooperation between them that public relations most usefully serves school librarians. This is widely recognized, and implicit in the various forms of collaboration already mentioned in terms of public library work with children. Again, most of what has already been said about the influence of children's librarians on publishing standards applies equally to school librarians, whose expanding budgets provide an important market not only for text books but for entertainment and background reading. How much the increased use of school libraries is attributable to increased provision and a changing educational philosophy, and how much to internal public relations, the present writer is not qualified to judge. However, it seems clear that where internal public relations are practiced, it is a matter of personal decision on the part of the librarian, rather than a developed policy of the county education authority. It seems relevant here to quote the case of the London County Council, which three years ago raised its annual grant to school libraries from an average \$42,000 to \$390,000. S. Richards, the Council's press officer, attributes this remarkable increase not to a public relations program, but to a general realization on the part of Council members, taxpayers, and teachers that books are important. In his letter he adds, however, "that the democratic method of local government administration . . . could (and in my personal view undoubtedly should) itself be regarded as a piece of public relations machinery."

The status of the public relations idea in British special libraries varies as wildly as it does in the public libraries and is complicated by differences in the organizational structure and terms of reference

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of individual special libraries. The subject demands a separate article; this writer has not sufficient space, knowledge, nor to be frank, interest in the field, to justify an attempt.

Two kinds of government library can be distinguished. The British Museum, the National Libraries of Scotland and Wales, the Science Library, and the Patent Office are in approximately the position of the Bodleian—the problem is not how to attract readers to them, but how to impose reasonable limits on their use. (This is in itself a public relations problem, though it may not be recognized as such by the guardians of these institutions.) The government libraries attached to individual ministries are a different case, existing almost entirely for the benefit of government officials. According to K. A. Mallaber, librarian of the Board of Trade, internal public relations are practiced in such libraries. He specifically refers to the circulation of bibliographies, recent additions lists and guides to the service, and to introductory and refresher courses on library use. In these courses, individual attention is given to those officials who constitute a cadet corps and will eventually form an administrative elite. Mallaber adds that good library service is the most effective form of public relations, a truism which bears repeating.

Preceding articles in this issue examine various aspects of American library public relations in sequence; this essay has attempted to provide a microcosmic view of British practice in the same sequence. Perseverance in this policy brings it unwillingly to a consideration of the position of the L.A., a body which it is hard to view as anything but the villain of this particular piece.

The L.A. was founded in 1877 and received its Royal Charter in 1898. It provides for the examination and registration of qualified librarians, it "holds meetings and conferences, collects and publishes information on library services, maintains an information bureau and library, organizes research into various fields of library study, and generally affords machinery for united action when this is desirable and for the exchange of ideas."¹⁰ Regional interests are represented on the L.A. Council by the branches, as: London and Home Counties Branch, Northern Branch, Welsh Branch, etc. Different kinds of libraries are represented on the Council by the sections, as: Youth Section, County Libraries Section, Reference and Special Libraries Section. There is at present no sectional representation of municipal public libraries. The largest and most influential section is the Association of Assistant Librarians,

which represents a kind of librarian rather than a kind of library, and is regarded by some as an unfortunate example of cross-classification.

Among its officers, the L.A. enjoys the services of a publications officer, an education officer, and a librarian and information officer. None of these men is or could be considered a public relations practitioner. This is a pity, since for the majority of its members the L.A. lacks charm, and for the outside world it lacks a voice.

The Association of Assistant Librarians represents the younger and/or livelier members of the profession. Through its meetings and its literature it has, for the past five years or so, persistently campaigned against the parent body's public nonrelations. In 1956, it submitted to the L.A. Council a memorandum written by Eric Moon, its secretary at that time, on the need for a public relations officer. The body of the memorandum was concerned with illustrations of the L.A.'s "superbly inadequate" communication with members, and its nearly complete disregard of the outside world. Indeed, the deliberations of the Council have seemed on occasion, such as immediately before an annual general meeting, to have been wrapped in a Gothic twilight, from which emerges, as it were, a manifesto nailed flapping to the church door at midnight. This is not satisfactory, and the L.A.'s external public relations are worse. There is unhappily not space here to quote all the inefficacies listed in Moon's memorandum, but two examples will serve.

Some years ago, F. Wertham's *Seduction of the Innocent*¹¹ roused parents to the dangers of "horror-comics." Educators, psychologists, and parents publicly stated and repeated that the provision of good reading was the surest defense. The L.A. maintained a dignified silence.

In 1955, a large-scale newspaper strike sent people back to books; library membership and use soared. The present writer, finding the L.A. puzzled and inert in the face of media interest in this phenomenon, suggested a modest public relations program to exploit the situation. The answer was that "this kind of opportunism was not considered desirable."

The L.A. still does not have a public relations officer, but the Association of Assistant Librarians' memorandum precipitated a L.A. subcommittee for what might be called passive public relations. That is, it is supposed to meet criticism but has no authority to institute an active campaign. To the difficulties inherent in a committee approach

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to the problem is added the fact that this particular committee has hardly ever met. So far it has accomplished nothing whatsoever. A more positive development was the institution of the monthly *Liaison*, under Moon's editorship, as an enclosure of the *Library Association Record* to carry professional news. There is already some discussion of publishing the Association's official announcements in a fortnightly "*Liaison*" and relegating the *Record* to the position of a scholarly quarterly.

The L.A.'s familiar ostrich position is both vulnerable and inelegant, and the A.A.L. has not been alone in its attacks or in its more constructive suggestions for improvement. Some of the most valuable national-level public relations projects have been instigated and, in most cases, carried through by the London and Home Counties Branch under its secretary, Norman Tomlinson, librarian of Gillingham. Most public librarians are members of the National Association of Local Government Officers, and Tomlinson has been active in promoting the union's interest in librarians and vice versa. He, moreover, is having increasing success in persuading publishers to reprint unavailable but important books, by measuring and guaranteeing their potential market with library purchasers. Finally, the London and Home Counties Branch has suggested that the L.A.'s Annual Conference should be made the occasion of a National Library Week. It is understood that this project is under consideration for a first attempt next year.

Distressing as it is that this kind of development is never initiated by the L.A. Council itself, the activity of some of its branches and sections seems to offer grounds for optimism. Moreover, the lack of any clear distinction between professional and clerical duties is under attack; the eventual separation of these functions will give librarians more time for librarianship and a gradual increase in the status of the profession. Finally, the full-time library schools are providing, virtually in spite of the L.A.'s obsession with technique, the raw materials for a philosophy of librarianship.

Any significant change in professional direction emerges first as a *fait accompli* in the work of a few individuals. Professional discussion becomes obsessed with it. It is opposed by an old guard but, where there is enlightened teaching, it is absorbed as an article of faith by the student body. As this group achieves maturity and authority, the idea passes from discussion into general practice. The public relations idea in British librarianship is already developing past discussion, and it is difficult to see how the process could be reversed. It will

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change the face of library work in England as completely as did that other American import, open access, fifty years ago.

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Library Trends

Forthcoming numbers are as follows:

January, 1959, *Current Trends in Library Administration*. Editor: Ernest J. Reece, Professor Emeritus, Columbia University School of Library Service.

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July, 1959, *Current Trends in Adult Education*. Editor: C. Walter Stone, Professor, Library School, University of Illinois.

The numbers of LIBRARY TRENDS issued prior to the present one dealt successively with college and university libraries, special libraries, school libraries, public libraries, libraries of the United States government, cataloging and classification, scientific management in libraries, the availability of library research materials, personnel administration, services to readers, library associations in the United States and British Commonwealth, acquisitions, national libraries, special materials and services, conservation of library materials, state and provincial libraries in the United States and Canada, American books abroad, mechanization in libraries, rare book libraries and collections, circulation services, research in librarianship, cooperation, legal aspects of library administration, and book publishing.